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U.S. Department of Justice  
Federal Bureau of Prisons

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# State of the Bureau: Accomplishments and Goals

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## Message from the Attorney General

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Over the past several years, much has been said about creating a Government that is more efficient, effective, and responsive to the needs of the American people. Like all Federal agencies, we in the Department of Justice have been working very hard to do just that—and I am happy to report that we have made considerable progress in our endeavors. The Federal Bureau of Prisons has been very diligent in this regard; it began introducing management reforms well before the term “Reinventing Government” was coined. The Bureau’s success in doing so is an excellent example of how Government can increase its efficiency and enhance its responsiveness.

The Federal Bureau of Prisons has used the principles of strategic planning and management for almost 10 years. It was one of the first Government agencies to recognize that such concepts as agency mission, strategic goals, and annual objectives are essential components of day-to-day management. Accordingly, it implemented and has continually refined a strategic management system that I believe is one of the best in Government. Over the past few years, the Bureau has undertaken and completed a “review of functions,” a comprehensive review of the tasks the agency performs, with an eye toward streamlining activities and discontinuing practices that are not mission-essential. Similarly, the rules, policies, and procedures that so frequently

obstruct the efficiency and responsiveness of Government employees have been cut dramatically in the Federal Bureau of Prisons. Since September of 1993, the Bureau has reduced internal management regulations by 3,650 pages, or 46 percent.

Even as the Bureau uses strategic planning and “Reinventing Government” initiatives to prepare for the 21st century, it must continue to cope with the day-to-day operational challenges of managing large groups of inmates who are often difficult and sometimes dangerous. Sadly, as this publication was going to press, an inmate at the U.S. Penitentiary in Lompoc, California, went on a rampage, killing Senior Officer Specialist Scott Williams, and seriously assaulting four other staff members. We will remember Officer Williams, as we remember all staff who have lost their lives serving this great Nation.

This *State of the Bureau* report is an accounting of where the Federal Bureau of Prisons has been over the past year, as well as an articulation of where it hopes to go during the next one. I hope you enjoy reading it, and I hope you are as proud as I am of our Federal Bureau of Prisons.



Janet Reno

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## Message from the Director

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**T**he *State of the Bureau: Accomplishments and Goals* provides an opportunity to inform the public about significant events that occurred within the Federal Bureau of Prisons during the past year and about our goals and objectives for the future. It also provides an overview of each of our correctional facilities, as well as statistical information about our staff and inmates.

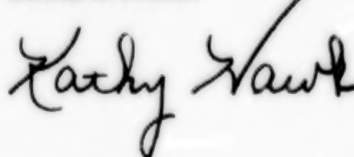
Last year's *State of the Bureau* was a streamlined document; by simplifying the design and deleting the feature article and the staff awards sections, we were able to decrease the cost of the publication while still providing the public with vital information about the Bureau and its operations. This year, we are streamlining our publications even further by combining two annual documents—the *Goals and Objectives* booklet and the *State of the Bureau*—into one comprehensive report. To underscore that this report is a combination of two documents, we have renamed it *State of the Bureau: Accomplishments and Goals*. This consolidation makes sense from a financial point of view because it contains costs even further, and it makes sense from a conceptual point of view because objectives and accomplishments go hand in hand.

This report is a tribute to all of the outstanding staff of the Federal Bureau of Prisons. Staff at every level of the agency participate in our strategic planning process, and staff at every insti-

tution and office have contributed to the accomplishments we are proud to highlight in this document. Most importantly, staff are the ones who, on a daily basis, make it possible for the Bureau to carry out its mission successfully.

In carrying out this vital mission to protect society, BOP staff place their lives in the balance. Tragically, on 22 occasions in our history, Federal correctional workers have been killed by inmates in the line of duty. On April 3, 1997, Senior Officer Specialist Scott Williams was killed by an inmate at the U.S. Penitentiary at Lompoc, California; the inmate also seriously injured another officer and assaulted three more staff who rushed in to help their colleagues. In this issue, we pay tribute to Officer Williams. We mourn his loss and extend our deepest condolences to his family. He died while serving the cause of justice, and our memory of him strengthens our resolve to uphold our mission of public safety.

Thank you for taking time to review this document. I believe it provides useful and interesting information about one of America's premier criminal justice organizations—the Federal Bureau of Prisons.



Kathleen M. Hawk



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# Bureau of Prisons Fundamentals

## Mission Statement

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, and appropriately secure, and which provide work and other self-improvement opportunities to assist offenders in becoming law-abiding citizens.

## Cultural Anchors/Core Values

### ■ *Bureau Family*

The Bureau of Prisons recognizes that staff are the most valuable resource in accomplishing its mission, and is committed to the personal welfare and professional development of each employee. A concept of "family" is encouraged through healthy, supportive relationships among staff and organization responsiveness to staff needs. The active participation of staff at all levels is essential to the development and accomplishment of organizational objectives.

### ■ *Sound Correctional Management*

The Bureau of Prisons maintains effective security and control of its institutions utilizing the least restrictive means necessary, thus providing the essential foundation for sound correctional management programs.

### ■ *Correctional Workers First*

All Bureau of Prisons staff share a common role as correctional worker, which requires a mutual responsibility for maintaining safe and secure institutions and for modeling society's mainstream values and norms.

### ■ *Promotes Integrity*

The Bureau of Prisons firmly adheres to a set of values that promotes honesty and integrity in the professional efforts of its staff to ensure public confidence in the Bureau's prudent use of its allocated resources.

### ■ *Recognizes the Dignity of All*

Recognizing the inherent dignity of all human beings and their potential for change, the Bureau of Prisons treats inmates fairly and responsively and affords them opportunities for self-improvement to facilitate their successful re-entry into the community. The Bureau further recognizes that offenders are incarcerated as punishment, not for punishment.

### ■ *Career Service Orientation*

The Bureau of Prisons is a career-oriented service, which has enjoyed a consistent management philosophy and a continuity of leadership, enabling it to evolve as a stable, professional leader in the field of corrections.

### ■ *Community Relations*

The Bureau of Prisons recognizes and facilitates the integral role of the community in effectuating the Bureau's mission, and works cooperatively with other law enforcement agencies, the courts, and other components of government.

### ■ *High Standards*

The Bureau of Prisons requires high standards of safety, security, sanitation, and discipline, which promote a physically and emotionally sound environment for both staff and inmates.

## Customer Service Plan

President Clinton signed Executive Order 12862 "Setting Customer Service Standards" on September 11, 1993. This order required each agency to develop service standards in order to carry out the principles of the National Performance Review.

## Customer Service Standards

The Federal Bureau of Prisons protects society by confining offenders in the controlled environments of prisons and community-based facilities that are safe, humane, and appropriately secure. Committed to maintaining a healthy partnership with the community, the BOP will:

■ In the event of an inmate escape from a Federal institution, notify Federal and local law enforcement officials immediately and furnish them with the details of the escape and the identity of the escapee.

■ At least 5 days prior to releasing an inmate with prior convictions for a drug trafficking crime or a crime of violence, notify the State and local law enforcement officials of jurisdiction.

■ Notify the victim/witness of the following inmate activities within the specified time frames:

⇒ Initial Designation: 30 days.

⇒ Death: 30 days.

⇒ Parole Hearing: 60 days prior to the hearing.

⇒ Release to the community: 60 days prior.

⇒ Furlough: as early as possible before the actual furlough date (by phone if necessary).

⇒ Transfer to a halfway house: upon acceptance at the halfway house with the acceptance date.

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# FY 1996: The Year in Review

## Introduction

The Federal Bureau of Prisons (BOP) uses a strategic planning approach to management. Strategic planning is driven by the BOP's Mission Statement, which is supported by six broad correctional goals that provide the framework for its strategic plan.

The agency's mission and six national goals are reviewed by the Bureau's Executive Staff annually at a dedicated planning session, and then regularly throughout each year to ensure that they continually meet the needs of society and reflect the vision and mission of a modern correctional agency and the challenges confronting the Bureau. Specific objectives, which fall under each of the broad goals, are also reviewed and modified as necessary.

The BOP's current strategic plan reflects major issues that face the agency today. Particular emphasis is placed on those that are relevant to institutional operations and those that impact the safety and security of BOP institutions.

The following is an overview of the Bureau's FY 96 accomplishments, arranged according to the Bureau's six national goals.

## Goal - Population Management:

*The BOP will proactively manage its offender population to ensure safe and secure operations.*

■ The BOP's inmate population at the end of FY 96 was 105,432 (94,695 in its own facilities and 10,737 in contract confinement). This is an increase of 4,474 over the FY 95 year-end inmate population of 100,958 (90,159 in BOP facilities and 10,799 in contract confinement). At the end of FY 96, the BOP had a rated capacity of 76,442, an increase of 4,403 beds over the rated capacity of 72,039 at the end of FY 1995.

By the end of FY 96, Bureau institutions were operating at 124 percent of capacity. (This 124 percent figure was the average crowding rate; crowding at high- and medium-security institutions was significantly higher, at 154 percent and 142 percent, respectively.)

Through its ongoing construction and expansion program, the BOP added significant prison capacity during FY 96. New activations included: FCI Coleman, Florida (Low); FCI Coleman, Florida (Medium); FCI Beckley, West Virginia, (Medium) including a satellite camp; and FCI Butner, North Carolina (Low).

In addition, there were 20 institutions under some phase of development at year's end; these will provide an additional 25,517 beds.

As directed by Congress, the Bureau is pursuing a privatization demonstration project at a low-security institution in Taft, California; the BOP is currently in the process of awarding a contract for management and operation of this facility.

Construction continues at: FCI Beaumont, Texas (Low); FCI Beaumont, Texas (Medium); USP Beaumont, Texas (High); FCI Forrest City, Arkansas (Low); FCI Yazoo City, Mississippi (Low); FDC SeaTac, Washington (Detention); FCI Elkton, Ohio (Low); FMC Butner, North Carolina (Medical); FDC Brooklyn, New York (Detention); FCI Edgefield, South Carolina (Medium); and FMC Fort Devens, Massachusetts (Medical/Low/Medium).

Other projects include FDC Philadelphia, Pennsylvania (Detention); FDC Houston, Texas (Detention); USP Pollock, Louisiana (High); FDC Hawaii (Detention); FCI Victorville, California (Medium); USP Castle AFB, California (High); and two USP's (High) in the Mid-Atlantic Region—one in Lee County, Virginia, and a second in a yet-to-be-determined location.

■ The BOP has actively encouraged noncitizen inmates to apply for international treaty transfers to their native countries. This allows foreign national inmates to be nearer their families while, at the same time, decreasing the U.S. Government's cost of housing noncitizen offenders.

During FY 96, the BOP worked with the Office of Enforcement Operations and the U.S. Marshals Service to return 472 foreign inmates to 17 different countries. An additional 103 American citizens serving sentences in foreign countries returned to the United States to complete their sentences. In addition, 752 inmates applied for treaty transfers in FY 96.

■ The number of inmates in Community Corrections Centers (CCC's) and home confinement programs grew to approximately 6,100 inmates by the end of FY 96. More than 70 percent of all BOP releases (some 18,000 offenders) went through community-based transitional programs; approximately 89 percent completed these programs successfully. In May 1996, the Office of the Inspector General, Audit Division, issued its report on the Bureau's CCC's, saying, CCC's are "a cost-effective, safe alternative to incarceration. The BOP effectively negotiated, awarded, and monitored contracts."

■ During 1996 the BOP also expanded the use of Comprehensive Sanctions Centers (CSC's), which are designed to provide enhanced oversight and intensive programming for offenders, including those on supervision who have reverted to the use of drugs, as well as inmates returning to the community after extended periods of incarceration. While similar in many ways to traditional CCC's, CSC's place even greater emphasis on offender accountability, drug treatment, and programs that assist inmates in successfully reentering society. Of the approximately 250 residential community programs overseen by the BOP, 21 are now CSC's. The increased use of these alternative confinement options helps ease the crowding at traditional BOP institutions.

### **Goal - Human Resource Management:**

*The BOP will have a competent and representative workforce meeting the organization's needs up to and beyond the year 2000.*

■ In FY 96, a total of 2,575 job applicants were selected for employment with the BOP, increasing the agency's total staff complement to 29,207.

■ In an effort to foster employee development, career advancement, and equal opportunity, the BOP established a formal mentoring program in January 1995. The mentoring program allows interested employees to enhance their personal growth and professional development and to improve their potential for upward career mobility. The mentoring program seeks to increase staff morale, career success, and job satisfaction, and to develop the next generation of leaders within the BOP. More than 1,000 proteges and an equal number of mentors participated in the mentoring program during FY 96. Program organizers plan to revise and expand the mentoring program in 1997.

■ In August 1996, the Director announced the implementation of a new selection system for Wardens and Associate Wardens. The Management Selection System was endorsed by the Department of Justice and the Office of Personnel Management, and was implemented in response to litigation and pursuant to extensive study by the Executive Staff.

The Management Selection System parallels the current merit promotion plan. It validates and facilitates the staffing of BOP institutions at the highest managerial levels by providing a more structured method of evaluating and selecting employees for promotion. It also ensures that consideration will be given to each qualified applicant without regard to political, religious, or labor organization affiliation (or non affiliation), marital status, race, color, sex, sexual orientation, age, national origin, or non-disqualifying physical handicap.

### **Goal - Security and Facility Management:**

*The BOP will maintain its facilities in operationally sound conditions and in compliance with security, safety, and environmental requirements.*

■ To enhance its ability to deal with potential internal disruption in its operations, the BOP and the Federal Bureau of Investigation (FBI) held a mock emergency exercise during the week of October 16, 1995, at a facility that was soon to be activated. (The facility, located in Beckley, West Virginia, was activated on January 17, 1996.) This exercise involved the FBI's Hostage Rescue Team (HRT) and three of the BOP's Special Operations Response Teams (SORT's). The BOP and the FBI also conducted the first joint critical incident command training session for selected, senior BOP and FBI officials on January 30-31, 1996, at the FBI Academy in Quantico, Virginia. This session provided both the



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BOP and FBI with a cadre of senior officials who could be called upon to respond to a major incident where joint crisis resolution efforts may be necessary. In addition, throughout FY 96, BOP Regional Directors hosted training sessions on critical incident response command situations for BOP wardens and FBI Agents-in-Charge in those regions.

Regional SORT maneuvers and training were held in each region during the spring of 1996, involving all BOP SORT's in an intense, one-week program. Also, on October 1 and 2, 1996, the BOP held a training session on joint command and control of operations involving incidents at BOP facilities where FBI specialized resources (such as HRT and Engineering Research) might be deployed. This training was attended by selected Wardens, Associate Wardens, and Captains, and was intended to establish a core group of personnel that could be assigned to serve as relief for on-scene crisis management staff.

■ The Bureau drew on its emergency response capabilities early in FY 96. From October 19-26, 1995, the BOP experienced a series of institution disturbances that, taken together, constituted the most significant period of general disruption it had ever experienced. Those disturbances precipitated the imposition of the first nationwide, precautionary facility lockdown in the history of the BOP. During this 8-day period, numerous BOP institutions had problems of varying degree—ranging from minor

fires and vandalism to destruction of buildings and other significant physical plant damage.

The BOP's emergency response procedures generally worked well to control disruptive inmate actions as they arose at multiple sites. While differing strategies were used—as dictated by physical plant characteristics, staffing, and the individual situation local command personnel encountered—all incidents were resolved successfully. In many locations, this was all the more notable when considering the relative inexperience of many new employees who staffed the institutions involved.

While a number of BOP employees were injured, there were no deaths associated with these disturbances, and no hostages were taken. None of these incidents resulted in a breach of an institution's secure perimeter, and in no case was public safety jeopardized. This was due to the appropriate security measures in place at all BOP facilities and the additional precautions taken at locations where the threat level for such activity was heightened.

Throughout this period, the BOP received excellent support from the Department of Justice, other Federal agencies, and many State and local officials. To a large extent, this effective coordination was the result of prior joint emergency training and planning conducted with those agencies. It is evident that the BOP learned many lessons from

earlier disturbances in Oakdale, Louisiana (1987), Atlanta, Georgia (1987), and Talladega, Alabama (1991), and that those lessons were applied effectively in responding to the October 1995 disturbances. Also, the American Federation of Government Employees, Council of Prison Locals, was extremely cooperative and supportive as its officials worked with BOP administrators at both the national and local levels.

After all of the situations were resolved, the Director appointed an After Action Team to study each incident and make recommendations for any necessary improvements in BOP operations and policies. These recommendations included: reemphasizing the BOP's reliance on its unit management system in order to communicate with inmates, improving facility design and equipment (particularly in the medium and higher security institutions), developing of a number of additional training programs to enable staff to respond more effectively to emergency situations, and enhancing tactical response strategies and resources that will further enable the prompt and safe restoration of full control to institutions undergoing a disturbance.

### **Goal - Correctional Leadership and Effective Public Administration:**

*The BOP will manage its operations and resources in a competent and effective manner which encourages creativity and innovation in the development of exem-*



plary programs, as well as excellence in maintaining the basics of correctional management. The BOP continually strives toward improvements in its effective use of resources and its efficient delivery of services.

■ With the goal of improving operational efficiency, the Bureau of Prisons initiated the Review of Functions initiative in FY 95. Approximately 1,400 staff were interviewed, and they offered more than 6,300 suggestions. These suggestions were assessed by teams of experts in the relevant disciplines; more than 250 staff members represented 27 different discipline teams. From this assessment, 775 ideas were presented to the BOP Executive Staff for consideration.

During FY 96, 467 ideas from the Review of Functions initiative were accepted by the Executive Staff and were referred to the appropriate divisions for implementation. According to the Review of Functions tracking system maintained by the Program Review Division, 184 suggestions had been implemented by the end of 1996, with positive results noted from the initial accomplishments.

By reducing unnecessary tasks and streamlining operations, these ideas have saved a significant number of hours, allowing BOP staff to use limited Bureau resources more effectively. Continued efforts are expected to yield additional improvements in BOP performance and efficiency.

In addition to the 467 ideas that were accepted, there have been two important byproducts of the Review of Functions initiative. First, this project has encouraged the independent disciplines to actively evaluate themselves. Many disciplines have gone beyond the Review of Functions initiative to further analyze their missions and the expectations of their staff and their workloads. Second, the use of staff from all levels of the organization for the Review of Functions initiative has been shown to be highly successful in gaining a fuller perspective on each idea. As a result, this method of using more diverse staffing levels has been adopted for other types of Bureau assessments.

■ More than 7,142 community volunteers donated their time to assist Federal inmates during FY 96. These volunteers serve as positive role models for inmates and perform a vital service by augmenting institution programs and services.

■ With the increasing cost of health-care and an aging inmate population, well-managed medical services are a critical factor in prison administration. During FY 96, the health services departments of 25 BOP institutions received accreditation for ambulatory care from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). This brings the total number of JCAHO-accredited ambulatory care units to 65. Of these, 11 received accreditation with commendation, the highest honor awarded by the JCAHO. The ma-

major medical programs at five of the Bureau's six Medical Centers (i.e. prison hospitals) are also accredited by the JCAHO. Three major medical centers received accreditation with commendation when they were reaccredited in FY 96.

■ American Correctional Association (ACA) accreditation provides external certification that Federal prisons offer decent living conditions, provide adequate programs and services, and safeguard inmate constitutional rights by ensuring compliance with more than 450 adult correctional standards developed by the ACA. During FY 96, 2 BOP facilities received initial ACA accreditation and 17 received reaccreditation. A total of 58 BOP facilities are currently accredited by the ACA, and an additional 11 are currently pursuing accreditation. The majority of institutions that lack accreditation status are new institutions that have not yet gone through the accreditation process.

■ Consistent with Government-wide efforts to reduce expenditures and increase efficiency, the Bureau continued to implement a number of shared services arrangements at its facilities during FY 96. By sharing such resources as business and personnel offices, staff training centers, motor pools, warehouses, and firing ranges, institutions in close geographic proximity to one another are striving to minimize duplicative efforts, increase efficiency, and avoid costs. Shared service arrangements are particularly common at the Bureau's correctional complexes.

■ During FY 96, the Bureau made significant progress toward implementing a Wide Area Network (WAN) to link all BOP computers together and allow for the exchange of information and messages. On April 23, FCI Beckley became the first institution linked into the BOP WAN, joining the Central Office, the Regional Offices, and the Management and Speciality Training Center in Aurora, Colorado, which were already linked together. By the end of 1996, virtually every BOP institution and office and approximately 70 percent of individual workstations in the Bureau had access to the BOP WAN.

■ In FY 96, more than \$5.1 million was collected from inmates through the Inmate Financial Responsibility Program (IFRP) — an increase of \$900,000 over last year. The majority of all donations to IFRP are distributed, through U.S. Attorneys Offices and the Department of Justice's Crime Victims Fund, to victim assistance and support groups or as direct compensation to victims for losses resulting from crimes. In addition to helping crime victims, the IFRP also enables offenders to pay child support, alimony, and other court-ordered obligations.

■ The BOP, working with the Department of Veterans Affairs and the Department of Defense, has developed a pilot telemedicine project to reduce costs and enhance security by eliminating the need to transport some inmates to community healthcare facilities. By using video conferencing technology, Veterans Administration physicians can conduct

medical speciality evaluations of inmates who are hundreds of miles away. There have been more than 100 telemedicine examinations conducted thus far.

### **Goal - Inmate Programs and Services:**

*The BOP provides services and programs to address inmate needs, providing productive use-of-time activities, and facilitating the successful reintegration of inmates into society, consistent with community expectations and standards.*

■ Inmate employment reduces the idleness that can breed unrest and violence. All inmates are required to work unless they have a medical exemption. At the end of FY 96, Federal Prison Industries, Inc. (which is also known by the trade name UNICOR) employed approximately 17,000 inmates. Most other inmates were involved in institutional work assignments such as grounds maintenance, food service, or facilities upkeep. In addition, some Federal inmates were assigned to work details on military bases and in National Forests.

During FY 96, UNICOR activated three new factories, at FCI Butner (Low), FCI Beckley, and FCC Coleman, to keep pace with the population growth and to keep inmates productively occupied. This increased the total number of UNICOR factories to 100. UNICOR's net sales for FY 96 reached \$507 million, as compared to \$495 million in net sales for FY 95.

UNICOR continues to offer its diverse line of products and services to Federal Government customers. It employs as many inmates as possible in order to maintain safety and stability in BOP institutions. At the same time, it strives to minimize any undue adverse impact on private sector businesses.

■ About 30 percent of all offenders in the BOP have histories of serious substance abuse, and potentially would benefit from some form of drug treatment. The BOP's Drug Abuse Treatment Program addresses the needs of these inmates through a comprehensive, institution and community-based drug treatment regimen. The BOP's Drug Abuse Treatment Program addresses inmate drug abuse by attempting to identify, confront, and alter inmate attitudes, values, and thinking patterns that lead to criminal and drug-using behavior. These programs also address the angry and often violent actions that become an increasingly large part of a drug-abusing lifestyle.

In addition to several types of in-prison treatment options, the BOP's current substance abuse program includes a comprehensive, community-based drug treatment program. Approximately 30 percent of all inmates in BOP contract Community Corrections Centers are enrolled in this program, and the end-of-year enrollment of 1,560 in community-based programs represents a 21 percent increase over FY 95. Inmates generally are placed with the same community treatment provider used by the local Fed-

eral probation office to ensure continuity of care, and potentially save the U.S. Probation Service thousands of dollars in treatment costs during the supervision portion of the offender's sentence.

### **Goal - Building Partnerships:**

*The BOP will continue to seek opportunities for expanding the involvement of community, and local, State, and Federal agencies, in improving the effectiveness of the services it provides to offenders and constituent agencies. The active participation by BOP staff to improve partnerships will allow the BOP to carry out its mission within the criminal justice system and to remain responsive to other agencies and the public. The BOP will develop partnerships to focus the shared responsibility for the establishment of a supportive environment promoting the reintegration of offenders into the community.*

■ During the past decade, the Federal detainee population has experienced unprecedented growth. To help provide for detention needs of other Federal law enforcement agencies, the BOP operates 7 Federal detention centers and 20 detention units at other BOP facilities. The BOP also operates a Federal Transportation Center to assist in the movement of inmates and detainees. During FY 96, the Bureau housed approximately 9,900 U.S. Marshals Service prisoners and more than 1,800 Immigration and Naturalization Service (INS) detainees each day in these facilities.

■ On March 7, 1996, the Director of the BOP, the Commissioner of INS, and the Director of the Executive Office for Immigration Review signed a memorandum of understanding that implemented the Enhanced Institutional Hearing Program. This program will ensure that the 12,000 criminal aliens committed every year for service of Federal sentences will complete the deportation hearing process while still serving their sentences. This allows deportation to occur upon completion of the sentence, avoiding costly post-sentence detention.

■ During FY 96, the National Institute of Corrections (NIC) continued to assist local, State, and Federal corrections agencies in improving their management, operations, programs, and services. A total of 36,576 executives, managers, trainers, and specialists working in adult corrections received training. Also, 737 practitioners working in juvenile corrections and detention received training through an interagency agreement with the Office of Juvenile Justice and Delinquency Prevention. Technical assistance was provided in response to 441 requests from State and local corrections agencies in all 50 States and the District of Columbia, the Virgin Islands, American Samoa, and Guam. Also, 13,500 requests for information from corrections practitioners, policymakers, judges, legislators, and others from throughout the U.S. and abroad were filled by the NIC Information Center. NIC also coordinated a short-term improvements study of the District of Columbia Department of Corrections

(DCDOC) and a long-term options study for improving DCDOC operations. The Office of Justice Programs (OJP) transferred \$540,000 to NIC through an interagency agreement to assist States applying for or receiving OJP grants for correctional facility construction, facility expansion, residential substance abuse programs, and boot camps.



# Strategic Planning Objectives for FY 1997

## Introduction

The Bureau has established national objectives in support of its six long-term strategic goals. Each year, the Bureau's Executive Staff reviews these objectives and modifies them as necessary. Each level of management (the Central Office, regional offices, training centers, and institutions) has its own set of local plans and action steps in support of these goals and objectives.

Below is a list of the national goals and FY 97 objectives that support them.

## Population Management

### Objective 1.01

Complete construction and begin activation of seven new facilities, which will add 7,269 beds in rated capacity.

### Objective 1.02

PART 1 - Continue construction of seven new facilities, which are expected to be completed and add 6,306 beds in rated capacity in FY 98.

PART 2 - Complete design, bidding, and award of contracts to begin the major construction for eight new facilities, which are expected to add 5,075 beds in rated capacity during FY 99.

PART 3 - Continue or begin environmental review, design, or construction activities for seven new facilities, which are expected to add 4,148 beds in rated capacity during FY 2000.

### Objective 1.03

Implement the privatization of those Federal prisons designated by Congress and the Administration. Develop and implement a comparative evaluation of costs and quality of services.

### Objective 1.04

Continue to increase the use of cost effective community based placements by expanding the network of Comprehensive Sanctions Centers from 20 to at least 30, and by maintaining 20 percent of the overall Community Corrections Center population on home confinement.

### Objective 1.05

Within budgetary resources, make maximum use of community corrections bed space, particularly by consistent placement of inmates from secure facilities, using target utilization rates for institutions of at least the following:

Minimum	- 80 percent
Low	- 70 percent
Medium	- 65 percent

## Human Resource Management

### Objective 2.01

Administer a recruitment program which focuses on the objectives identified in the Affirmative Action Plans, while targeting identified hard-to-fill positions and wage grade positions.

### Objective 2.02

Monitor management (institution department head and above) vacancies for all disciplines to ensure sufficient pools of qualified staff are available to fill managerial positions.

### Objective 2.03

Promote the development of a diverse workforce at every level of the agency and improve communication regarding the value of a diversity management program.

### Objective 2.04

Operate a systemic mentoring process to improve opportunities for development of proteges enrolled in the program. Establish a baseline of 75 percent for protege retention, and 70 percent for proteges being reassigned after transfer of their mentor.

### Objective 2.05

Evaluate, develop/modify, and deliver training programs to meet the evolving organizational needs of the agency.

### Objective 2.06

Implement Executive Order 12871, Labor Management Partnership, at all Bureau of Prisons facilities in accordance with guidelines established by the National Partnership Council.

**Objective 2.07**

Implement and monitor new physical and medical requirements for law enforcement positions with a success rate no less than 99 percent on the Physical Ability Test and a medical exemption rate no greater than 2 percent.

**Security and Facility Management**

**Objective 3.01**

Increase staff and inmate awareness of and compliance with methods and practices currently used to control the spread of infectious diseases.

**Objective 3.02**

To emphasize the connection between ongoing initiatives, the following will be pursued as one objective. A) During FY 97, complete at least 90 percent of the line item projects identified on the B&F Line Item Report, which regions previously had indicated would be completed prior to or by the end of FY 97. B) Increase the completion rate to 96 percent for all Life Safety recommendations (5,976) identified prior to FY 93.

**Objective 3.03**

Prepare Emergency Response Teams to adequately respond to crisis situations

in an effective manner through training and certification of all BOP Special Operations Response, Disturbance Control, and Hostage Negotiation Teams; and ensure proper equipment and maintenance of logistic sites.

**Objective 3.04**

Increase staff and inmate involvement in environmental concerns such as recycling and energy conservation by enhancing programs. Continue to provide instruction and guidance to field locations on the implementation of environmental regulations.

**Objective 3.05**

Provide diversity management training at all Bureau of Prisons facilities to strengthen staff's ability to communicate and resolve conflicts with a demographically diverse inmate population.

**Objective 3.06**

The Bureau of Prisons will seek compliance with the spirit as well as the letter of applicable disability laws and regulations by ensuring physical accessibility to Bureau institutions and programs, by use and monitoring of physical ability testing for correctional workers, and by periodic training of new and current employees to enhance staff recognition and response to disability issues.

**Correctional Leadership and Effective Public Administration**

**Objective 4.01**

Focus on reducing costs wherever possible, including such areas as curbing the rate of increase in per capita costs; monitoring progress in achieving mandated reductions in administrative positions; and encouraging good financial management through continued emphasis on financial planning.

**Objective 4.02**

Develop policy that addresses areas unique to institutions and units housing pretrial and Immigration and Naturalization Service detainees.

**Objective 4.03**

Provide a system to report significant incidents in a timely manner.

**Objective 4.04**

Reduce the number of inmates moved and transportation costs.

**Objective 4.05**

Reduce the average time it takes to issue policy to 5 months for changes that do not require rules and 11 months for changes that do require rules.

**Objective 4.06**

Fully implement a wide area network communication infrastructure to increase the efficiency and effectiveness of Bureau operations.

**Objective 4.07**

Monitor worker's compensation in order to provide feedback to the institutions; support employee education, use, and enforcement of safe work practices; provide Office of Workers Compensation Policy training to additional staff; and reduce costs and number of injuries.

**Objective 4.08**

Ensure information is protected and controlled through education and compliance with applicable security regulations and policy.

**Objective 4.09**

The Bureau of Prisons will continue to meet its obligation to maintain the high integrity and ethical standards of its workforce by providing staff ethics training and the appropriate use of the staff discipline process on an annual basis or more frequently should specific circumstances indicate such a need.

**Inmate Programs and Services**

**Objective 5.01**

Provide productive work, education, vocational/occupational training and recreational activities which have a clear correctional management purpose which minimizes inmate idleness and prepares inmates for employment opportunities upon release. Increase the participation of inmates in community service to foster good community relations and decrease inmate idleness.

**Objective 5.02**

Ensure community based transitional drug services are available for 100 percent of the residential/unit based drug treatment graduates. The quality of these services shall be closely monitored and evaluated.

**Objective 5.03**

Implement an inmate Health Promotion and Disease Prevention Program to supplement Health Services by encouraging inmate responsibility for personal health care.

**Objective 5.04**

Provide necessary quality health care to inmates and detainees while controlling costs.

**Objective 5.05**

Provide residential drug abuse treatment to all eligible inmates by the end of FY 97.

**Objective 5.06**

Maximize FPI's competitive position by maintaining fiscally viable industrial operations and providing customers with on-time delivery of quality goods and services.

**Objective 5.07**

Establish programs and services for female offenders that meet their needs and prepare them to function in an institution environment and successfully return them to the community.

**Objective 5.08**

Identify low-functioning inmates in BOP facilities and establish programs and services that assist them to function effectively in an institution environment and prepare them for a successful return to the community.

**Objective 5.09**

Continue to develop and implement plans to address the special program needs of physically disabled, chronically/terminally ill, and geriatric offenders.



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**Objective 5.10**

Ensure reasonable opportunities exist for all recognized faith groups.

**Objective 5.11**

Identify and manage disruptive, aggressive inmates in each institution population.

**Building Partnerships**

**Objective 6.01**

Recognizing the cost and scarcity of prison capacity as a resource, the BOP will attempt to learn, as early as possible, about Federal law enforcement initiatives in order to estimate their impact on the Federal prison population. Additionally, the Bureau will provide its law enforcement partners, the Judiciary, the Sentencing Commission, and the Congress, information about the prospective impact on prison resources of law enforcement and legislative initiatives.

**Objective 6.02**

Engage community resources in the reintegration of offenders into the community through expansion of current institution volunteer programs as well as draw upon new, non-traditional services.

**Objective 6.03**

Regional directors and institution chief executive officers and their line staff will establish partnerships with organizations and participate in community activities which mutually benefit all parties.

**Objective 6.04**

The Federal Bureau of Prisons and the National Institute of Corrections will work together to build effective partnerships and linkages with Federal, State, and local criminal justice/correctional agencies and organizations. This cooperative effort would enhance systematic processes to keep abreast of emerging trends/issues, innovations, and changes in corrections and related fields.

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## Fallen Heroes

Since 1901, 22 Federal correctional workers have been killed by inmates while working in a Federal prison.

**Joseph B. Waldrup**  
Correctional Officer  
USP Leavenworth  
November 10, 1901

**Andrew F. Turner**  
Correctional Officer  
USP Leavenworth  
March 26, 1916

**Edgar A. Barr**  
Correctional Officer  
USP Leavenworth  
March 19, 1917

**James R. Brock**  
Deputy Warden  
USP Atlanta  
December 27, 1917

**Andrew H. Leonard**  
Captain  
USP Leavenworth  
November 14, 1922

**R.G. Warnke**  
Foreman  
USP Leavenworth  
June 20, 1929

**Royal C. Cline**  
Correctional Officer  
USP Alcatraz  
May 23, 1938

**Harold P. Stites**  
Correctional Officer  
USP Alcatraz  
May 2, 1946

**William A. Miller**  
Correctional Officer  
USP Alcatraz  
May 3, 1946

**Vern M. Jarvis**  
Correctional Officer  
USP Marion  
January 26, 1969

**Wayne L. Selle**  
Correctional Officer  
USP Leavenworth  
July 31, 1973

**John W. Johnson**  
Correctional Officer  
USP Leavenworth  
September 29, 1974

**Donald F. Reis**  
Correctional Officer  
FCI El Reno  
February 28, 1975

**Janice R. Hylan**  
Contract Dietary Consultant  
USP Atlanta  
November 21, 1979

**Gregory J. Gunter**  
Foreman  
FCI Petersburg  
December 25, 1982

**Gary L. Rowe**  
Correctional Officer  
MCC San Diego  
February 7, 1983

**Merle E. Clutts**  
Correctional Officer  
USP Marion  
October 22, 1983

**Robert L. Hoffman**  
Correctional Officer  
USP Marion  
October 22, 1983

**Boyd H. Spikerman**  
Correctional Officer  
FCI Oxford  
January 29, 1984

**Robert F. Miller**  
Correctional Officer  
USP Lewisburg  
October 12, 1987

**D'Antonio Washington**  
Correctional Officer  
USP Atlanta  
December 22, 1994

**Scott J. Williams**  
Senior Officer Specialist  
USP Lompoc  
April 3, 1997

"The Bureau of Prisons honors its employees who were killed in the line of duty by inmates. We pay our respects to those who gave their lives to serve the country, to uphold public safety, to carry out the Bureau's mission, and to protect their fellow correctional workers."

- Kathleen M. Hawk, Director

## In Memoriam

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**O**n April 3, 1997, Senior Officer Specialist Scott Williams was killed in an attack by an inmate at the U.S. Penitentiary at Lompoc, California. The inmate then attacked Senior Officer Specialist Scott Elliott, injuring him severely. Officers Scott Leedham, Marcos Marquez, and Mark Stephenson also suffered injuries, as they rushed to the aid of their stricken colleagues. Incredibly, in his last moments of consciousness after being mortally wounded, Officer Williams attempted to help his fellow officers by lunging at the attacking inmate. Officer Williams was the 22nd Federal correctional worker to be killed by an inmate since 1901.

Officer Williams was 29 years old; he had served the Federal Bureau of Prisons for 3 years, all of them at USP Lompoc. He was a member of USP Lompoc's Special Operations Response Team and was the recipient of numerous awards for exceptional service. Before joining the Bureau, Officer Williams served in the U.S. Marine Corps, and he was a veteran of the Gulf War. Officer Williams is survived by his wife, Kristy, and his daughters, Kaitlin and Kallie.

On April 10, more than 2,000 mourners—including Attorney General Janet Reno and BOP Director Kathleen M. Hawk—attended a public memorial service for Officer Williams. The service was held at Vandenberg Air Force Base, adjacent to USP Lompoc. Virtually every USP Lompoc employee attended the service, as did Federal, State, and local law enforcement officers and military personnel from across the Nation.

"The terrible reality is that correctional workers will always be called upon to put their lives in the balance," said Attorney General Janet Reno. "I pledge the support of all other components of the Justice Department to assist the



**Scott J. Williams**  
**1967-1997**

Bureau in any way they can to ensure greater safety for correctional workers. And I call upon the public to demonstrate the understanding, the gratitude, and the support that correctional workers deserve." The Attorney General concluded by paying tribute to Officer Williams and all Federal correctional workers who have given their lives in the line of duty, declaring that "we must always remember the sacrifices they made in the service of their country."

In her remarks, Director Hawk said "the measure of Scott's life should not be in years, but in accomplishments and

values. He served. He achieved. He defended his country, both at home and overseas. Having lost him so young makes us poorer. But having known him, and having worked with him, and having served beside him, makes us much richer. He died doing what was right. We must never forget him. And we must always honor his sacrifice."

After a 21-gun salute and the playing of "taps," Officer Williams' family was presented with a condolence letter from President Clinton and an American flag that had flown over the U.S. Capitol.

## Bureau of Prisons Offices

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**W**hile the primary business of the Bureau of Prisons is operating correctional facilities, certain administrative, support, and policy functions are carried out by the Central Office, six regional offices, and two training centers.

### Central Office

The Bureau of Prisons, which is a component of the United States Department of Justice, has its headquarters, or Central Office, at 320 First Street N.W., Washington, D.C. 20534. The Central Office is divided into 9 divisions and the National Institute of Corrections.

The Administration Division develops and administers the Bureau's budget, oversees financial management, and is responsible for the Bureau's capacity planning initiatives, site selection activities, acquisition and construction of new Bureau institutions, and facilities management programs.

The Community Corrections and Detention Division is responsible for community-based incarceration, short-term confinement, some long-term contractual confinement, incarceration of juveniles, and the Bureau's efforts in privatization.

The Correctional Programs Division manages the correctional services and security-related operations in Bureau institutions, as well as inmate case management, unit operations and management, religious programs, psychological services, counseling programs, drug

treatment programs, programs for special needs offenders, inmate records management and sentence computation, and Federal Witness Protection Program implementation.

The Health Services Division manages the health care programs of the Bureau and ensures that Federal inmates receive essential medical, dental, and psychiatric services. It is also responsible for the Bureau's environmental and occupational health services and food services.

The Human Resource Management Division is responsible for recruitment, selection, training, and development, of Bureau staff members, as well as employee pay and position management, security and background investigations, labor/management relations, and equal employment opportunity.

The Industries, Education, and Vocational Training Division oversees Federal Prison Industries, also known by its trade name UNICOR. UNICOR is a wholly owned Government corporation that provides employment and training opportunities for inmates confined in Federal correctional facilities. The division also has managerial oversight of the Bureau's education, recreation, and vocational training programs.

The Information, Policy, and Public Affairs Division is responsible for managing the Bureau's information resources, research and evaluation programs, security technology programs, public affairs, and policy review.

The Office of General Counsel provides legal advice, assistance, and representation to Bureau officials in the areas of legislation regarding correctional issues, commercial law, inmate litigation, administrative complaints, ethics issues, equal employment opportunity law, freedom of information and Privacy Act issues, and labor law.

The Program Review Division provides review oversight for all programs and operations of the Bureau through the development of strategic planning initiatives, and the administration of program reviews to measure performance and evaluate the strength of internal control systems and compliance with laws, regulations, and standards.

### Regional Offices

The Bureau of Prisons also has six regional offices, which directly oversee the operations of the facilities within their respective regions of the country.

Staff in a regional office include a regional director and deputy regional director, as well as administrators in such areas as human resource management, education, health services, financial management, unit/case management, correctional services, psychology services, chaplaincy services, facilities development and operations, food service, and community corrections. The staff maintain close contact with institution staff in all facets of Bureau operations.



Regional office staff provide management and technical assistance to institution and community corrections personnel. They conduct workshops, conferences, and specialized training programs; give technical assistance to State and local criminal justice agencies; and contract with community agencies to provide offender placement in Community Corrections Centers.

The following is a list of the six Bureau of Prisons regional offices and their addresses.

**Mid-Atlantic Regional Office**

10010 Junction Drive, Suite 100-N  
Annapolis Junction, Maryland 20701  
301-317-3100 Fax: 301-317-3115

**North Central Regional Office**

Gateway Complex Tower II, 8th Floor  
4th & State Avenue  
Kansas City, Kansas 66101-2492  
913-621-3939 Fax: 913-551-1130

**Northeast Regional Office**

U.S. Customs House, 7th Floor  
2nd and Chestnut Streets  
Philadelphia, Pennsylvania 19106  
215-597-6317 Fax: 215-597-6315

**South Central Regional Office**

4211 Cedar Springs Road, Suite 300  
Dallas, Texas 75219  
214-767-9700 Fax: 214-767-9724

**Southeast Regional Office**

523 McDonough Boulevard, S.E.  
Atlanta, Georgia 30315  
404-624-5202 Fax: 404-624-8151

**Western Regional Office**

7950 Dublin Boulevard, 3rd Floor  
Dublin, California 94568  
510-803-4700 Fax: 510-803-4802

**Staff Training Centers**

Staff training is an integral part of Bureau of Prisons staff development. Introductory training is conducted at the Bureau's Staff Training Academy in Glynnco, Georgia; specialized professional training is conducted at the Management and Specialty Training Center in Aurora, Colorado, as well as the Staff Training Academy's Specialty Training Center in Artesia, New Mexico.

**National Institute of Corrections**

The National Institute of Corrections (NIC) provides technical assistance, training, and information to State and local correctional agencies throughout the country. NIC has four divisions (Jails, Prisons, Community Corrections, and Academy) and it operates a clearinghouse known as the NIC Information Center. NIC provides training to State and local correctional personnel as well as Bureau employees at its Academy in Longmont, Colorado.

**NIC Headquarters**

**Prisons Division/Community Corrections Division**

320 First Street, NW.  
Washington, D.C. 20534  
800-995-6423 Fax: 202-307-3361

**NIC Jails Division/Academy**

1960 Industrial Circle, Suite A  
Longmont, Colorado 80501  
800-995-6429 Fax: 303-682-0469

**NIC Information Center**

1860 Industrial Circle, Suite A  
Longmont, Colorado 80501  
800-995-6429 Fax: 303-682-0558



## Bureau of Prisons Facilities

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**T**his section of the *State of the Bureau: Accomplishments and Goals* provides a brief profile of each of the 85 institutions that the Bureau operated in FY 96. It also includes a list of facilities scheduled to be opened between October 1996 and December 1997. A number of categories of information are provided for each currently operating facility; most are self-explanatory.

*Capacity* refers to the number of inmates the institution was designed to hold.

*Population* refers to the number of inmates the institution actually held on September 28, 1996.

If a category is omitted, it is not applicable at that institution. Readers requiring more information on a particular facility are encouraged to contact the facility directly or contact the Bureau of Prisons Office of Public Affairs at 202-307-3198.

### Security Level

The Bureau operates institutions of several different security levels to appropriately house a broad spectrum of offenders. Security levels are based on such features as the presence of external patrols, gun towers, security barriers, or detection devices; the type of housing within the institution; internal security features; and the staff-to-inmate ratio. Each facility is placed in one of five groups—minimum, low, medium, high, and administrative.

### Minimum-Security

Minimum-security institutions, also known as Federal Prison Camps, have dormitory housing, a relatively low staff-to-inmate ratio, and no fences. These institutions are work- and program-oriented, and many are located adjacent to larger institutions or on military bases, where inmates help serve the labor needs of the institution or the base.

### Low-Security

Low-security Federal Correctional Institutions (FCI's) have double-fenced perimeters, mostly dormitory housing, and strong work and program components. The staff-to-inmate ratio in these institutions is higher than in minimum-security facilities.

### Medium-Security

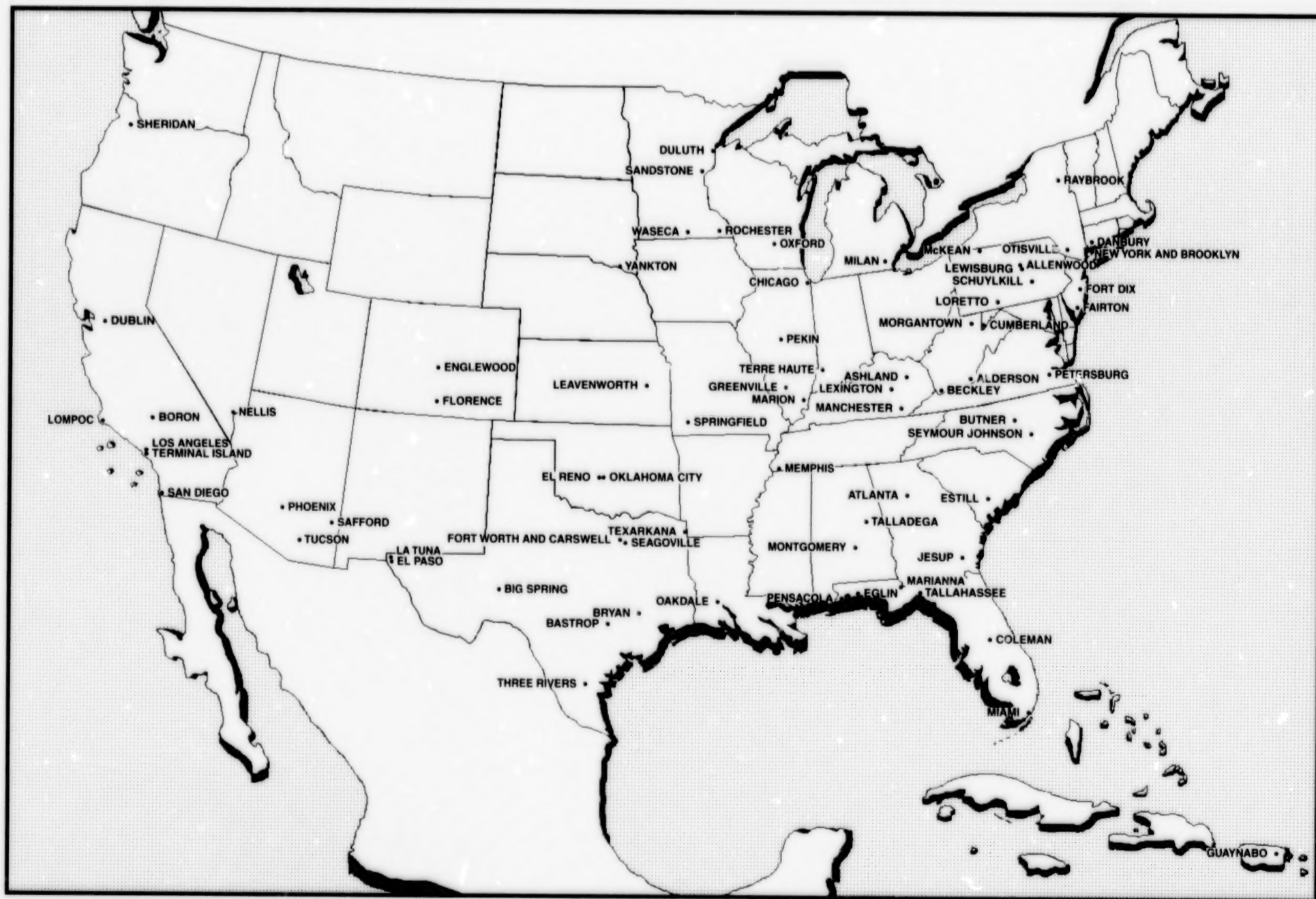
Medium-security FCI's have strengthened perimeters (often double fences with electronic detection systems), cell-type housing, a wide variety of work and treatment programs, and an even higher staff-to-inmate ratio than do low-security FCI's, providing even greater internal controls.

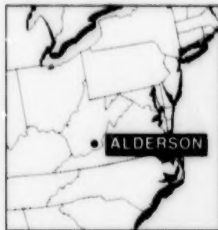
### High-Security

High-security institutions, also known as U.S. Penitentiaries (USP's), have highly secure perimeters (featuring walls or reinforced fences), multiple- and single-occupant cell housing, and close staff supervision and movement controls.

### Administrative

Administrative facilities are institutions with special missions, such as the detention of noncitizen or pretrial offenders, the treatment of inmates with serious or chronic medical problems, or the containment of extremely dangerous, violent, or escape prone inmates. Administrative facilities are capable of holding inmates of all security categories.



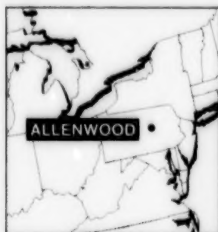


### **FPC Alderson**

Box B  
Alderson, West Virginia  
24910  
304-445-2901  
Fax: 304-445-2675  
*Mid-Atlantic Region*

Security level: Minimum/Female.  
Judicial District: Southern  
West Virginia.  
Capacity: 688.  
Population: 700.  
Staff: 202.

Location: In the foothills of the Allegheny Mountains, 270 miles southwest of Washington, D.C., 12 miles south of Interstate 64, off State Highway 3. The area is served by the Greenbrier Valley Airport in Lewisburg, as well as airports in Beckley and Roanoke, Virginia; Amtrak; and commercial bus lines.

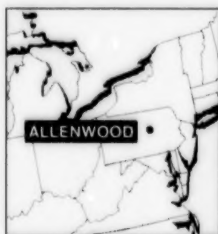


### **FCI Allenwood (Low)**

P.O. Box 1500  
White Deer,  
Pennsylvania 17887  
717-547-1990  
Fax: 717-547-1740  
*Northeast Region*

Security level: Low/Male.  
Judicial District: Middle  
Pennsylvania.  
Capacity: 992.  
Population: 1,279.  
Staff: 219.

Location: 197 miles north of Washington, D.C., and 11 miles south of Williamsport, Pennsylvania, 5 miles north of Interstate 80, off State Highway 15. The area is served by the Williamsport-Lycoming County Airport and commercial bus lines.

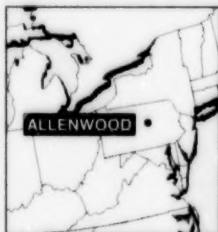


### **FCI Allenwood (Medium)**

P.O. Box 2500  
White Deer,  
Pennsylvania 17887  
717-547-7950  
Fax: 717-547-7035  
*Northeast Region*

Security level: Medium/Male.  
Judicial District: Middle  
Pennsylvania.  
Capacity: 839.  
Population: 1135.  
Staff: 309.

Location: See FCI Allenwood (Low).

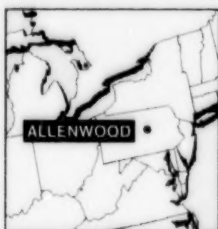


### **FPC Allenwood**

P.O. Box 1000  
Montgomery,  
Pennsylvania 17752  
717-547-1641  
Fax: 717-547-1504  
*Northeast Region*

Security level: Minimum/Male.  
Judicial District: Middle  
Pennsylvania.  
Capacity: 567.  
Population: 685.  
Staff: 145.

Location: 200 miles north of Washington, D.C., and 7 miles south of Williamsport, Pennsylvania. The area is served by the Williamsport-Lycoming County Airport and commercial bus lines.



### **USP Allenwood**

P.O. Box 3500  
White Deer,  
Pennsylvania 17887  
717-547-0963  
Fax: 717-547-0983  
*Northeast Region*

Security level: High/Male.  
Judicial District: Middle  
Pennsylvania.  
Capacity: 640.  
Population: 1,019.  
Staff: 378.

Location: See FCI Allenwood (Low).



### **FCI Ashland**

P.O. Box 888  
Ashland, Kentucky  
41105-0888  
606-928-6414  
Fax: 700-358-8552  
*Mid-Atlantic Region*

Security Level: Low/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Eastern Kentucky.  
Capacity: FCI: 662, Camp: 296.  
Population: FCI: 943, Camp: 207.  
Staff: 331.

Location: In the highlands of northeastern Kentucky, 125 miles east of Lexington and 5 miles southwest of Ashland. Off State Route 716, 1 mile west of U.S. 60.



### **USP Atlanta**

601 McDonough Blvd., S.E.  
Atlanta, Georgia 30315-0182  
404-622-6241  
Fax: 404-331-2137  
*Southeast Region*

Security Level: High/Administrative/Male (adjacent Minimum/Male Camp).  
Judicial District: Northern Georgia.  
Capacity: USP: 1,429, Camp: 488.  
Population: USP: 2,151, Camp: 454.  
Staff: 733.

Location: In the southeast corner of Atlanta, at the junction of Boulevard and McDonough Streets. Off interstate 75 (Exit 26), Interstate 20 (Exit 26), or Interstate 285 (Exit 39). Atlanta is served by the Hartsfield International Airport, Amtrak, and commercial bus lines.

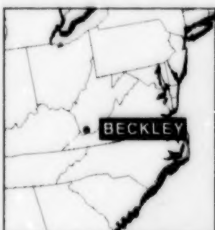


### **FCI Bastrop**

Box 730  
Highway 95  
Bastrop, Texas 78602  
512-321-3903  
Fax: 512-321-6565  
*South Central Region*

Security Level: Low/Male.  
Judicial District: Western Texas.  
Capacity: FCI: 793, Camp: 122.  
Population: FCI: 1,187, Camp: 129.  
Staff: 272.

Location: 30 miles southeast of Austin, 8 miles south of Elgin, and 8 miles north of Bastrop. Off Highway 95. The area is served by the Austin Municipal Airport (27 miles from the facility).



### **FCI Beckley**

P.O. Box 1280  
Beaver, West Virginia  
25813  
304-252-9758  
Fax: 304-256-4955  
*Mid-Atlantic Region*

Security Level: Medium/Male (adjacent Minimum/Male Camp).  
Judicial District: Southern West Virginia.  
Capacity: FCI: 1,152, Camp: 384.  
Population: FCI: 902, Camp: 266.  
Staff: 359.

Location: The City of Beckley is approximately 51 miles southeast of Charleston, West Virginia; 51 miles north of Bluefield, West Virginia; and 136 miles northeast of Roanoke, Virginia. The area is served by airports in Charleston and Beckley, and by Amtrak, and commercial bus lines.



### **FCI Big Spring**

1900 Simler Avenue  
Big Spring, Texas  
79720-7799  
915-263-8304  
Fax: 915-267-5910  
*South Central Region*

Security Level: Low/Male (adjacent Minimum/Male Camp).  
Judicial District: Northern Texas  
Capacity: FCI: 655, Camp: 144.  
Population: FCI: 1,023, Camp: 141.  
Staff: 270.

Location: Midway between Dallas and El Paso, on the southwest edge of Big Spring. At the intersection of Interstate 20 and U.S. Highway 80. The area is served by Midland/Odessa Airport, a small municipal airport, and commercial bus lines.





### **FPC Boron**

P.O. Box 500  
Boron, California 93516  
619-762-6230  
Fax: 619-762-5719  
*Western Region*

Security Level: Minimum/Male.  
Judicial District: Central  
California.  
Capacity: 442.  
Population: 503.  
Staff: 108.

Location: In the Mojave Desert, 37 miles west of Barstow and 75 miles north of San Bernardino. Off State Highway 395, 6 miles north of the junction with Highway 58. The area is served by airports in Ontario and Los Angeles, Amtrak, and commercial bus lines.



### **MDC Brooklyn**

100 29th Street  
Brooklyn, New York 11232  
Phone: 718-832-1039  
Fax: 718-832-4225  
*Northeast Region*

Security level: Administrative/  
Male/Female.  
Judicial District: Eastern  
New York.  
Capacity: 578.  
Population: 975.  
Staff: 305.

Location: In the Sunset Park section of Brooklyn, one of the five boroughs of New York City. Brooklyn is served by LaGuardia, Kennedy, and Newark Airports; Amtrak (Pennsylvania Station); and commercial bus lines (42nd Street Port Authority).



### **FPC Bryan**

P.O. Box 2197  
1100 Ursuline  
Bryan, Texas 777803-4951  
409-823-1879  
Fax: 409-775-5681  
*South Central Region*

Security level: Minimum/Female  
(adjacent Minimum/Female  
Intensive Confinement Center).  
Judicial District: Southern Texas.  
Capacity: FPC: 720, ICC: 82.  
Population: FPC: 614, ICC: 100.  
Staff: 157.

Location: 95 miles north of Houston and 165 miles south of Dallas. In the town of Bryan at the intersection of Ursuline Avenue and 23d Street. The area is served by Easterwood Airport in College Station, as well as by commercial bus lines.



### **FCI Butner (Low)**

P.O. Box 999  
Butner, North Carolina  
27509  
919-575-5000  
Fax: 919-575-5040  
*Mid-Atlantic Region*

Security level: Low/Male.  
Judicial District: Eastern  
North Carolina.  
Capacity: 992.  
Population: 1,016.  
Staff: 256.

Location: Located near the Research Triangle area of Durham, Raleigh, and Chapel Hill, 5 miles off Interstate 85 on old Highway 75. The area is served by the Raleigh-Durham Airport, Amtrak, and commercial bus lines.

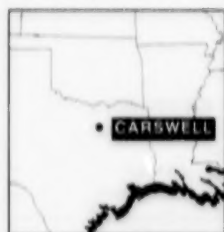


### **FCI Butner (Medium)**

P.O. Box 1000  
Butner, North Carolina  
27509  
919-575-4541  
Fax: 919-575-6341  
*Mid-Atlantic Region*

Security level: Medium/  
Administrative/Male  
(adjacent Minimum/Female Camp).  
Judicial District: Eastern  
North Carolina.  
Capacity: FCI: 513, Camp: 296.  
Population: FCI: 736, Camp: 116.  
Staff: 379.

Location: see FCI Butner (Low).



### **FMC Carswell**

P.O. Box 27066  
"J" Street, Building 3000  
Fort Worth, Texas 76127  
817-782-4000  
Fax: 817-782-4875  
*South Central Region*

Security level: Administrative/  
Female (adjacent Minimum/  
Female Camp).  
Judicial District: Northern Texas.  
Capacity: FMC: 402, Camp: 148.  
Population: FMC: 411, Camp: 138.  
Staff: 344.

Location: In the northeast corner of the Naval Air Station, Joint Reserve Base, 1 mile from Highway 183 and 3 miles from Interstate 30. The area is served by Dallas-Fort Worth Airport, the Fort Worth Transportation Authority, Amtrak, and commercial bus lines.

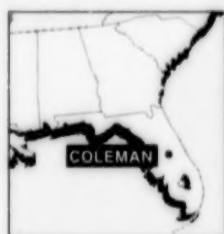


### **MCC Chicago**

71 West Van Buren  
Chicago, Illinois 60605  
312-322-0567  
Fax: 312-322-0565  
*North Central Region*

Security level: Administrative/  
Male/Female.  
Judicial District: Northern Illinois.  
Capacity: 411.  
Population: 602.  
Staff: 234.

Location: In downtown Chicago, at the intersection of Clark and Van Buren Streets. Chicago is served by Midway and O'Hare Airports, Amtrak, and commercial bus lines.

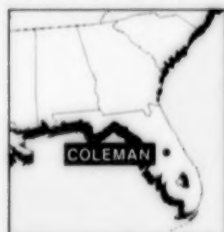


### **FCI Coleman (Low)**

868 N.E. 54th Terrace  
Coleman, Florida  
33521-8999  
352-330-3100  
Fax: 352-330-0259  
*Southeast Region*

Security level: Low/Male.  
Judicial District: Central Florida.  
Capacity: 1,536.  
Population: 1,517.  
Staff: 217.

Location: In central Florida, approximately 50 miles northwest of Orlando, 60 miles northeast of Tampa, and 35 miles south of Ocala. The institution is located south of the town of Coleman, off Highway 301 on State Road 470 in Sumter County.

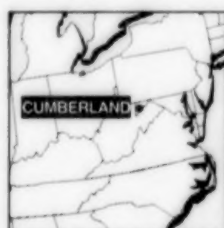


### **FCI Coleman (Medium)**

811 N.E. 54th Terrace  
Coleman, Florida  
33521-8997  
352-330-3200  
Fax: 352-330-0552  
*Southeast Region*

Security level: Medium/Male.  
Judicial District: Central Florida.  
Capacity: 1,146.  
Population: 1,374.  
Staff: 258.

Location: see FCI Coleman (Low).



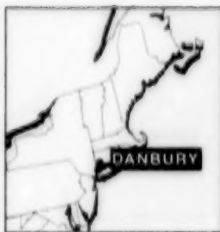
### **FCI Cumberland**

14601 Burbridge Road, S.E.  
Cumberland, Maryland  
21502  
301-784-1000  
Fax: 301-784-1008  
*Mid-Atlantic Region*

Security level: Medium/Male (adjacent Minimum/Male Camp).  
Judicial District: Maryland.  
Capacity: FCI: 768, Camp: 256.  
Population: FCI: 883, Camp: 262.  
Staff: 301.

Location: In western Maryland, 130 miles northwest of Washington, D.C., 6 miles south of Interstate 68, off State Route 51 South. The area is served by the Cumberland regional airport, Amtrak, and commercial bus lines.





### **FCI Danbury**

Route 37  
Danbury, Connecticut  
06811-3099  
203-743-6471  
Fax: 203-746-0440  
*Northeast Region*

Security level: Low/Female  
(adjacent Minimum/Female  
Camp).  
Judicial District: Connecticut.  
Capacity: FCI: 508, Camp: 178.  
Population: FCI 802, Camp: 182.  
Staff: 304.

Location: In southwestern  
Connecticut, 70 miles from New  
York City, 3 miles north of  
Danbury on State Route 37.  
The area is served by  
Westchester County Airport (45  
minutes away), New York City  
airports (90 minutes away), and  
commercial bus lines.



### **FCI Dublin**

8th Street—Camp Parks  
Dublin, California 95468  
510-833-7500  
Fax: 510-833-7599  
*Western Region*

Security level: Low/Female and  
Administrative/Male (adjacent  
Minimum/Female Camp).  
Judicial District: Northern  
California.  
Capacity: FCI: 810, Camp: 299.  
Population: FCI: 895, Camp: 241.  
Staff: 286.

Location: 20 miles southeast of  
Oakland. Off Interstate 580  
(Hopyard/Dougherty Road exit,  
proceed east to the Camp Parks  
Army Base). The area is served  
by the San Francisco and  
Oakland airports and by  
commercial bus lines.

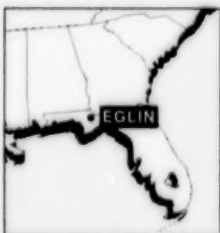


### **FPC Duluth**

P.O. Box 1400  
Stebner Road  
Duluth, Minnesota 55814  
218-722-8634  
Fax: 218-722-8792  
*North Central Region*

Security level: Minimum/Male.  
Judicial District: Minnesota.  
Capacity: 885.  
Population: 448.  
Staff: 114.

Location: On the southwestern  
tip of Lake Superior, halfway  
between Minneapolis-St. Paul  
and the U.S.-Canadian border.  
7 miles north of Duluth, off  
Highway 53 at Stebner Road.  
The area is served by Duluth  
International Airport and  
commercial bus lines.



### **FPC Eglin**

Eglin Air Force Base  
P.O. Box 600  
Eglin, Florida 32542-7606  
904-882-8552  
Fax: 904-729-8261  
*Southeast Region*

Security level: Minimum/Male.  
Judicial District: Northern  
Florida.  
Capacity: 744.  
Population: 793.  
Staff: 133.

Location: In the Florida  
panhandle, 45 miles east of  
Pensacola, on Eglin Air Force  
Base. The area is served by  
Pensacola Airport and  
commercial bus lines. Eglin  
also has an on-site airstrip.



### **FPC El Paso**

P.O. Box 16300  
SSG Simms Road, Bldg.  
11636  
El Paso, Texas 79906-0300  
915-566-1271  
Fax: 915-540-6165  
*South Central Region*

Security level: Minimum/Male.  
Judicial District: Western Texas.  
Capacity: 308.  
Population: 411.  
Staff: 104.

Location: On Fort Bliss, about 15  
miles northeast of downtown El  
Paso via Interstate 54. The city of  
El Paso is located on the south-  
west border of Texas near New  
Mexico and Mexico. The area is  
served by El Paso International  
Airport, Amtrak, and commercial  
bus lines.



### **FCI El Reno**

P.O. Box 1000  
Highway 66 West  
El Reno, Oklahoma  
73036-1000  
405-262-4875  
Fax: 405-262-6266

***South Central Region***

Security level: Medium/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Western  
Oklahoma.  
Capacity: FCI: 740, Camp: 216.  
Population: FCI: 1,070, Camp: 248.  
Staff: 441.

Location: 30 miles west of  
Oklahoma City. Off interstate  
40 (Country Club exit, 2 miles  
north to Sunset Drive, then 2  
miles west.) The area is served  
by Will Rogers World Airport  
in Oklahoma City.



### **FCI Englewood**

9595 West Quincy Avenue  
Littleton, Colorado 80123  
303-985-1566  
Fax: 303-763-2553

***North Central Region***

Security level: Medium/  
Administrative/Male (adjacent  
Minimum/Male Camp).  
Judicial District: Colorado.  
Capacity: FCI: 457, Camp: 111.  
Population: FCI: 838, Camp: 120.  
Staff: 360.

Location: 15 miles southwest  
of Denver, off Interstate 285.  
The area is served by the  
Denver International Airport,  
Amtrak, and commercial bus  
lines.



### **FCI Estill**

100 Prison Road  
Estill, South Carolina 29918  
803-625-4607  
Fax: 803-625-3139

***Southeast Region***

Security level: Medium/Male  
(adjacent Minimum/Male Camp).  
Judicial District: South Carolina.  
Capacity: FCI: 768, Camp: 256.  
Population: FCI: 1,022, Camp: 252.  
Staff: 327.

In Hampton County, off State  
Road 531, about 3 miles south  
of Estill. The area is served by  
the Savannah, Georgia, airport.



### **FCI Fairton**

P.O. Box 280  
Fairton, New Jersey 08320  
609-453-1177  
Fax: 609-453-4015

***Northeast Region***

Security level: Medium/  
Administrative/Male (adjacent  
Minimum/Male Camp).  
Judicial District: New Jersey.  
Capacity: FCI: 760, Camp: 65.  
Population: FCI: 1,179, Camp: 73.  
Staff: 362.

Location: In south central New  
Jersey. 50 miles southeast of  
Philadelphia and 40 miles  
southeast of Atlantic City. Off  
Interstate 55. The area is served  
by airports in Philadelphia,  
Atlantic City, and Millville;  
Amtrak in Philadelphia and  
Atlantic City; and commercial  
bus service.



### **ADX Florence**

P.O. Box 8500  
Florence, Colorado 81226  
719-784-5290  
Fax: 719-784-5290

***North Central Region***

Security level: Administrative/  
Male.  
Judicial District: Colorado.  
Capacity: 480.  
Population: 352.  
Staff: 360.

Location: The institution is located  
on State Highway 115, 90 miles  
south of Denver, 45 miles south of  
Colorado Springs, and 35 miles  
west of Pueblo. The area is served  
by airports in Denver, Colorado  
Springs, and Pueblo; Amtrak in  
Denver and Colorado Springs; and  
commercial bus lines.



### **FCI Florence**

P.O. Box 6500  
 Florence, Colorado 81226  
 719-784-9100  
 Fax: 719-784-9504  
*North Central Region*

Security level: Medium/Male  
 (adjacent Minimum/Male Camp).  
 Judicial District: Colorado.  
 Capacity: FCI: 744, Camp: 512.  
 Population: FCI: 1,131, Camp: 413.  
 Staff: 373.

Location: See ADX Florence.

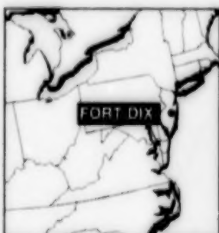


### **USP Florence**

P.O. Box 7500  
 Florence, Colorado 81226  
 719-784-9454  
 Fax: 719-784-5157  
*North Central Region*

Security level: High/Male.  
 Judicial District: Colorado.  
 Capacity: 640.  
 Population: 1,083.  
 Staff: 295.

Location: See ADX Florence.

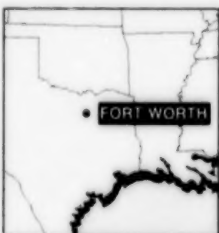


### **FCI Fort Dix**

P.O. Box 38  
 Fort Dix, New Jersey 08640  
 609-723-1100  
 Fax: 609-724-0779  
*Northeast Region*

Security level: Low/Male.  
 Judicial District: New Jersey.  
 Capacity: 3,621.  
 Population: 3,645.  
 Staff: 597.

Location: In central New Jersey, approximately 45 minutes west of Philadelphia. Off Route 68, follow signs for Fort Dix/McGuire Air Force Base. The area is served by Philadelphia International Airport, Amtrak, and commercial bus lines.



### **FMC Fort Worth**

3150 Horton Road  
 Fort Worth, Texas 76119-5996  
 817-535-2111  
 Fax: 817-531-2193  
*South Central Region*

Security level: Administrative/Male.  
 Judicial District: Northern Texas.  
 Capacity: 1,132.  
 Population: 1,422.  
 Staff: 433.

Location: In north central Texas, in southeast Fort Worth. North of Interstate 20 and east of Interstate 35. The area is served by Dallas/Fort Worth International Airport, Amtrak, and commercial bus lines.

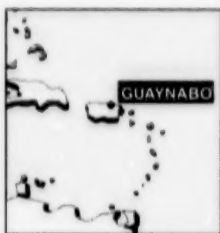


### **FCI Greenville**

P.O. Box 4000,  
 100 U.S. Route 40  
 Greenville, Illinois 66246  
 618-664-6200  
 Fax: 618-664-8998  
*North Central Region*

Security level: Medium/Male  
 (adjacent Minimum/Male Camp).  
 Judicial District: Southern Illinois.  
 Capacity: FCI: 750, Camp: 256.  
 Population: FCI: 953, Camp: 244.  
 Staff: 299.

Location: Approximately 43 miles east of downtown St. Louis, Missouri, and 63 miles from Springfield, Illinois. The area is served by airports in St. Louis, Greenville, and Vandalia; Amtrak service in Alton and St. Louis; and commercial bus service in Vandalia.

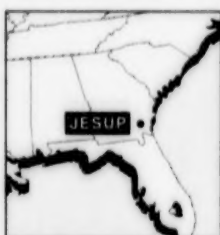


### **MDC Guaynabo**

P.O. Box 2146  
San Juan, Puerto Rico  
00922  
809-749-4480  
Fax: 809-749-4363  
*Southeast Region*

Security level: Administrative/  
Male/Female.  
Judicial District: Puerto Rico.  
Capacity: 932.  
Population: 1,007.  
Staff: 288.

Location: 6 miles west of San Juan, Puerto Rico, off Highway 22 at the intersection of Roads 165 and 28. The area is served by San Juan International Airport.



### **FCI Jesup**

2600 Highway 301 South  
Jesup, Georgia 31599  
912-427-0870  
Fax: 912-427-1125  
*Southeast Region*

Security Level: Medium/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Southern Georgia.  
Capacity: FCI: 744, Camp: 508.  
Population: FCI: 1,000, Camp: 459.  
Staff: 329.

Location: In southeast Georgia on Route 301, 65 miles southwest of Savannah, 40 miles northwest of Brunswick, and 105 miles northwest of Jacksonville, Florida. The area is served by airports in Jacksonville, Savannah, and Brunswick and Amtrak.



### **FCI La Tuna**

P.O. Box 1000  
Texas Highway 20  
La Tuna, New Mexico-  
Texas 88021  
915-886-3422  
Fax: 915-886-4977  
*South Central Region*

Security level: Low/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Western Texas.  
Capacity: FCI: 556, Camp: 246.  
Population: FCI: 987, Camp: 235.  
Staff: 303.

Location: On the Texas and New Mexico border, 12 miles north of the city limits of El Paso, Texas. Off Interstate 10 on State Highway 20. The area is served by El Paso International Airport, Amtrak, and commercial bus lines.

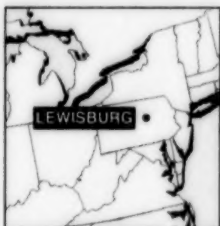


### **USP Leavenworth**

1300 Metropolitan  
Leavenworth, Kansas 66048  
913-682-8700  
Fax: 913-682-0041  
*North Central Region*

Security level: High/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Kansas.  
Capacity: USP: 1,201, Camp: 398.  
Population: USP: 1,794, Camp: 345.  
Staff: 561.

Location: 25 miles north of Kansas City. On Highway 73. The area is served by Kansas City International Airport (15 miles from the facility).



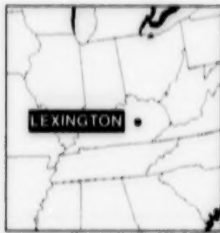
### **USP Lewisburg**

R.D. #5  
Lewisburg, Pennsylvania  
17837  
717-523-1251  
Fax: 717-524-5805  
*Northeast Region*

Security level: High/Male  
(adjacent Minimum/Male Camp &  
Intensive Confinement Center).  
Judicial District: Middle Pennsylvania.  
Capacity: USP: 809, Camp: 352,  
ICC: 240.  
Population: USP: 1,362,  
Camp: 294, ICC: 180.  
Staff: 579.

Location: In rural central Pennsylvania, outside the town of Lewisburg, 200 miles north of Washington, D.C., and 170 miles west of Philadelphia. 6 miles south of Interstate 80, 2 miles off U.S. Route 15. The area is served by Williamsport Airport





### **FMC Lexington**

3301 Leestown Road  
Lexington, Kentucky 40511  
606-255-6812  
Fax: 606-253-8821  
*Mid-Atlantic Region*

Security Level: Administrative/  
Male (adjacent Minimum/Female  
Camp).  
Judicial District: Eastern Kentucky.  
Capacity: FMC: 1,116, Camp: 193.  
Population: FMC: 1,407, Camp: 191.  
Staff: 536.

Location: 7 miles north of  
Lexington on U.S. Highway  
421. Lexington is served by  
Blue Grass Field Airport and  
commercial bus service.



### **FCI Lompoc**

3600 Guard Road  
Lompoc, California 93436  
805-736-4154  
Fax: 805-735-8084  
*Western Region*

Security level: Low/Male.  
Judicial District: Central  
California.  
Capacity: 472.  
Population: 967.  
Staff: 224.

Location: 175 miles northwest  
of Los Angeles, adjacent to  
Vandenberg Air Force Base. The  
area is served by Santa Barbara  
Airport (60 miles south), Santa  
Maria Airport (25 miles north),  
Amtrak, and commercial bus  
service.

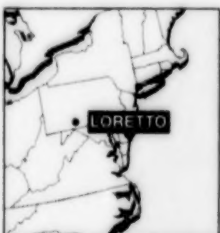


### **USP Lompoc**

3901 Klein Boulevard  
Lompoc, California 93436  
805-735-2771  
Fax: 805-737-0295  
*Western Region*

Security level: High/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Central Califor-  
nia.  
Capacity: USP: 980, Camp: 276.  
Population: USP: 1,485, Camp: 323.  
Staff: 519.

Location: See FCI Lompoc.



### **FCI Loretto**

P.O. Box 1000  
Loretto, Pennsylvania 15940  
814-472-4140  
Fax: 814-472-6046  
*Northeast Region*

Security level: Low/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Western  
Pennsylvania.  
Capacity: FCI: 477, Camp: 106.  
Population: FCI: 755, Camp: 95.  
Staff: 223.

Location: In southwest  
Pennsylvania between Altoona  
and Johnstown, 90 miles east  
of Pittsburgh. Off Route 22,  
midway between Interstate 80  
and the Pennsylvania Turnpike  
via Route 220. The area is  
served by Pittsburgh Airport,  
Amtrak, and commercial bus  
service.



### **MDC Los Angeles**

535 N. Alameda Street  
Los Angeles, California  
90012  
213-485-0439  
Fax: 213-626-5706  
*Western Region*

Security level: Administrative/  
Male/Female.  
Judicial District: Central  
California.  
Capacity: 728.  
Population: 912.  
Staff: 267.

Location: In downtown Los  
Angeles, off the Hollywood  
Freeway (Highway 101) on the  
corner of Alameda and Aliso  
Streets. The area is served by  
Los Angeles International  
Airport, Amtrak, and commer-  
cial bus service.





### **FCI Manchester**

P.O. Box 3000  
Manchester, Kentucky 40962  
606-598-1900  
Fax: 606-598-1413  
*Mid-Atlantic Region*

Security Level: Medium/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Eastern  
Kentucky.  
Capacity: FCI: 756, Camp: 512.  
Population: FCI: 965, Camp: 389.  
Staff: 337.

Location: 75 miles south of Lexington on Interstate 75, and 20 miles east of London on the Daniel Boone Parkway. Go 4 miles north on State Highway 421, then 1.4 miles off 421 on Fox Hollow Road. The area is served by airports in Lexington and Knoxville, Tennessee.



### **FCI Marianna**

3625 FCI Road  
Marianna, Florida 32446  
904-526-2313  
Fax: 904-482-6837  
*Southeast Region*

Security level: Medium/Male;  
High/Female (adjacent Minimum/Female Camp).  
Judicial District: Northern  
Florida.  
Capacity: FCI: 805, Camp: 296.  
Population: FCI: 1,014, Camp: 278.  
Staff: 363.

Location: In the Florida panhandle, 65 miles west of Tallahassee and 5 miles north of the town of Marianna. Off Highway 167. Marianna is served by airports in Tallahassee; Dothan, Alabama (35 miles northwest of the facility); and Panama City (54 miles south).



### **USP Marion**

Rt. 5, P.O. Box 2000  
Marion, Illinois 62959  
618-964-1441  
Fax: 618-964-1695  
*North Central Region*

Security level: High/Male (adjacent Minimum/Male Camp).  
Judicial District: Southern Illinois.  
Capacity: USP: 417, Camp: 310.  
Population: USP: 393, Camp: 249.  
Staff: 361.

Location: 300 miles from Chicago, 120 miles from St. Louis, 9 miles south of Marion. Off I-57 via Highway 148 north, east on Little Grass Road. The area is served by the Williamson County Airport.



### **FCI McKean**

P.O. Box 5000  
Bradford, Pennsylvania 16701  
814-362-8900  
Fax: 814-362-3287  
*Northeast Region*

Security level: Medium/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Western  
Pennsylvania.  
Capacity: FCI: 744, Camp: 292.  
Population: FCI: 1,097, Camp: 280.  
Staff: 316.

Location: In northwest Pennsylvania on the edge of Allegheny National Forest between Bradford and Kane. 90 miles south of Buffalo. Off Route 59, 1/4 mile east of the intersection of State Route 59 and U.S. Route 219. The area is served by Buffalo Airport and Bradford Airport.



### **FCI Memphis**

1101 John A. Denie Road  
Memphis, Tennessee 38134-7690  
901-372-2269  
Fax: 901-382-5110  
*Mid-Atlantic Region*

Security level: Medium/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Western  
Tennessee.  
Capacity: FCI: 440, Camp: 296.  
Population: FCI: 741, Camp: 256.  
Staff: 379.

Location: In the northeast section of Memphis at the intersection of Interstate 40 and Sycamore View Road. Memphis is served by Memphis International Airport, Amtrak, and commercial bus lines.



### **FCI Miami**

15801 S.W. 137th Ave.  
Miami, Florida 33177  
305-253-4400  
Fax: 305-255-5581  
*Southeast Region*

Security Level: Medium/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Southern  
Florida.  
Capacity: FCI: 525, Camp: 260.  
Population: FCI: 755, Camp: 322.  
Staff: 313.

Location: In the southwest section of Dade county, 30 miles from downtown Miami. Off the Florida Turnpike (Homestead Extension, 152nd Street exit, 2.5 miles to 137th Street [south]). Miami is served by Miami International Airport, Amtrak, and commercial bus lines.



### **FDC Miami**

P.O. Box 019118  
Miami, Florida 33101-9118  
305-982-1115  
Fax: 305-982-1357  
*Southeast Region*

Security level: Administrative/  
Male/Female.  
Judicial District: Southern  
Florida.  
Capacity: 1,214.  
Population: 1,232.  
Staff: 332.

Location: East of Miami International Airport in downtown Miami. The institution is located at the corner of N.E. 4th Street and N. Miami Avenue. Miami is served by Miami International Airport, Amtrak, and commercial bus lines.

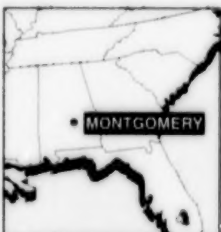


### **FCI Milan**

P.O. Box 9999  
Arkona Road  
Milan, Michigan 48160  
313-439-1511  
Fax: 313-439-1944  
*Mid-Atlantic Region*

Security level: Low/Administrative/Male.  
Judicial District: Eastern  
Michigan.  
Capacity: 1,054.  
Population: 1,405.  
Staff: 420.

Location: 45 miles south of Detroit and 35 miles north of Toledo, in the town of Milan. Off U.S. 23 (exit 27). The area is served by Detroit Metro and Toledo Express airports, Amtrak, and commercial bus lines.

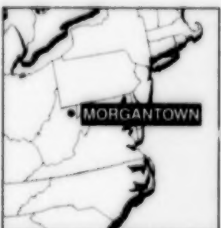


### **FPC Montgomery**

Maxwell Air Force Base  
Montgomery, Alabama 36112  
334-834-3681  
Fax: 334-265-1996  
*Southeast Region*

Security Level: Minimum/Male.  
Judicial District: Middle  
Alabama.  
Capacity: 960.  
Population: 820.  
Staff: 121.

Location: On the bank of the Alabama River, at Maxwell Air Force Base. Off Interstates 65 and 85. Montgomery is served by Dannelly Field Airport, Amtrak, and commercial bus lines.



### **FCI Morgantown**

Greenbag Road  
P.O. Box 1000  
Morgantown, West Virginia  
26507-1000  
304-296-4416  
Fax: 304-296-7549  
*Mid-Atlantic Region*

Security Level: Minimum/Male.  
Judicial District: Northern  
West Virginia.  
Capacity: 954.  
Population: 813.  
Staff: 199.

Location: In the mountainous region of north central West Virginia, on the southern edge of Morgantown. Off State Highway 857 (Greenbag Road). The area is served by the Morgantown Municipal Airport and commercial bus lines.



### **FPC Nellis**

C.S. 4500  
North Las Vegas, Nevada  
89036-4500  
702-644-5001  
Fax: 702-644-7282  
**Western Region**

Security Level: Minimum/Male.  
Judicial District: Nevada.  
Capacity: 415.  
Population: 459.  
Staff: 69.

Location: 15 miles from downtown Las Vegas on Nellis Air Force Base, Area II. Las Vegas is served by McCarran International Airport and commercial bus lines.



### **MCC New York**

150 Park Row  
New York, New York 10007  
212-791-9130  
Fax: 212-791-9073  
**Northeast Region**

Security Level: Administrative/  
Male/Female.  
Judicial District: Southern  
New York.  
Capacity: 507.  
Population: 819.  
Staff: 298.

Location: In downtown Manhattan, adjacent to Foley Square and across the street from the new Federal courthouse. The area is served by LaGuardia, Kennedy, and Newark Airports; Amtrak, and commercial bus lines.



### **FCI Oakdale**

P.O. Box 5050  
Oakdale, Louisiana 71463  
318-335-4070  
Fax: 318-335-3936  
**South Central Region**

Security Level: Medium/Male.  
Judicial District: Western  
Louisiana.  
Capacity: 780.  
Population: 1,196.  
Staff: 299.

Location: In central Louisiana, 35 miles south of Alexandria and 58 miles north of Lake Charles. Off of State Highway 165 on Whatley Road. The area is served by Esler Regional Airport (50 miles from the facility) and by commercial bus lines.



### **FDC Oakdale**

P.O. Box 5060  
Oakdale, Louisiana 71463  
318-335-4466  
Fax: 318-335-4476  
**South Central Region**

Security Level: Administrative/  
Male (adjacent Minimum/Male  
Camp).  
Judicial District: Western  
Louisiana.  
Capacity: FDC: 630, Camp: 118.  
Population: FDC: 877, Camp: 134.  
Staff: 266.

Location: See FCI Oakdale.



### **FTC Oklahoma City**

P.O. Box 898802  
7500 MacArthur Boulevard  
Oklahoma City, Oklahoma  
73189-8802  
405-682-4075  
Fax: 405-680-4041  
**South Central Region**

Security Level: Administrative/  
Male/Female.  
Judicial District: Western  
Oklahoma.  
Capacity: 1,053.  
Population: 893.  
Staff: 302.

Location: 3 miles west of Interstate 44 and 4 miles south of Interstate 40. Located at and served by the Will Rogers World Airport and commercial bus lines.



### **FCI Otisville**

P.O. Box 600  
Otisville, New York 10963  
914-386-5855  
Fax: 914-386-9455  
**Northeast Region**

Security Level: Administrative/  
Male (adjacent Minimum/Male  
Camp).  
Judicial District: Southern  
New York.  
Capacity: FCI: 648, Camp: 100.  
Population: FCI: 1,017, Camp: 102.  
Staff: 328.

Location: In southeast New York,  
near the Pennsylvania and New  
Jersey borders, and 70 miles  
northwest of New York City. The  
area is served by several airports,  
the closest of which is in  
Newburgh, New York. Bus and  
train service connect Otisville to  
New York City.

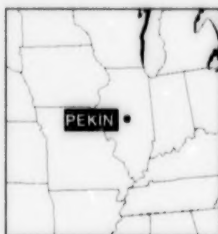


### **FCI Oxford**

Box 500  
Oxford, Wisconsin  
53952-0500  
608-584-5511  
Fax: 608-584-5315  
**North Central Region**

Security Level: Medium/Male.  
(adjacent Minimum/Male Camp).  
Judicial District: Western Wisconsin.  
Capacity: FCI: 586, Camp: 156.  
Population: FCI: 975, Camp: 186.  
Staff: 346.

Location: In central Wisconsin,  
60 miles north of Madison. Off  
U.S. 51 (Westfield exit, west on  
County Trunk E, south on  
County Trunk G to the institution). The area is served by  
Dane County Regional Airport,  
and commercial bus service in  
Portage and Wisconsin Dells.

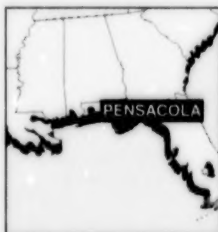


### **FCI Pekin**

P.O. Box 7000  
Pekin, Illinois  
61555-7000  
309-346-8588  
Fax: 309-477-4688  
**North Central Region**

Security Level: Medium/Male  
(adjacent Minimum/Female  
Camp).  
Judicial District: Central Illinois.  
Capacity: FCI: 752, Camp: 256.  
Population: FCI: 1,095, Camp: 259.  
Staff: 311.

Location: Located on Route 29  
South in Pekin, approximately  
10 miles south of Peoria, 180  
miles southwest of Chicago,  
and 180 miles northeast of St.  
Louis. The area is served by the  
Greater Peoria Regional  
Airport, Amtrak, and commercial  
bus service to Peoria.



### **FPC Pensacola**

110 Raby Avenue  
Pensacola, Florida  
32509-5127  
904-457-1911  
Fax: 904-458-7295  
**Southeast Region**

Security Level: Minimum/Male.  
Judicial District: Northern  
Florida.  
Capacity: 424.  
Population: 422.  
Staff: 100.

Location: 175 miles west of  
Tallahassee and 50 miles east  
of Mobile, Alabama, on  
Saufley Field. Off Interstate 10.  
The area is served by Pensacola  
Municipal Airport, Amtrak, and  
and commercial bus lines.



### **FCI Petersburg**

P.O. Box 1000  
Petersburg, Virginia  
23804-1000  
804-733-7881  
Fax: 804-733-3728  
**Mid-Atlantic Region**

Security Level: Low/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Eastern  
Virginia.  
Capacity: FCI: 812, Camp: 296.  
Population: FCI: 1,131, Camp: 308.  
Staff: 363.

Location: 25 miles southeast of  
Richmond. From Interstate 95,  
take Exit 54 (Temple Avenue/  
Highway 144), proceed east  
approximately 3 miles, then  
turn left on River Road. The  
area is served by airports in  
Petersburg and Richmond,  
Amtrak, and commercial bus  
lines.





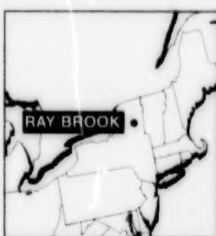
### **FCI Phoenix**

37900 N. 45th Avenue  
Department 1680  
Phoenix, Arizona  
85027-7003  
602-465-9757  
Fax: 602-465-7051

**Western Region**

Security Level: Medium/Male  
(adjacent Minimum/Female  
Camp).  
Judicial District: Arizona.  
Capacity: FCI: 740, Camp: 272.  
Population: FCI: 1,097, Camp: 198.  
Staff: 355.

Location: 30 miles north of  
downtown Phoenix. Off  
Interstate 17, Pioneer Road  
exit. The area is served by  
Phoenix Sky Harbor Interna-  
tional Airport, seven regional  
airports, Amtrak, and commer-  
cial bus lines.



### **FCI Ray Brook**

P.O. Box 300  
Ray Brook, New York  
12977  
518-891-5400  
Fax: 518-891-0011

**Northeast Region**

Security Level: Medium/Male.  
Judicial District: Northern  
New York.  
Capacity: 780.  
Population: 1,107.  
Staff: 279.

Location: In the Adirondack  
Mountain region of upstate New  
York, midway between the villages  
of Lake Placid and Saranac Lake.  
Off Route 86. The area is served by  
the Adirondack Airport, the Albany  
Airport, and the Burlington,  
Vermont, Airport; Amtrak in  
Albany; and commercial bus lines.



### **FMC Rochester**

P.O. Box 4600  
2110 East Center Street  
Rochester, Minnesota  
55903-4600  
507-287-0674  
Fax: 507-282-3741

**North Central Region**

Security Level: Administrative/  
Male/Female.  
Judicial District: Minnesota.  
Capacity: 609.  
Population: 826.  
Staff: 469.

Location: In southeastern  
Minnesota, 2 miles east of  
downtown Rochester. Off State  
Highway 296 (Fourth Street).  
The area is served by the  
Rochester Airport and commer-  
cial bus lines.



### **FCI Safford**

RR 2, Box 820  
Safford, Arizona  
85546-9729  
602-428-6600  
Fax: 602-348-1331

**Western Region**

Security Level: Low/Male.  
Judicial District: Arizona.  
Capacity: 380.  
Population: 608.  
Staff: 184.

Location: In southeastern  
Arizona, 127 miles northeast of  
Tucson, 165 miles east of  
Phoenix. Off Highway 191,  
7 miles south of the town of  
Safford. The area is served by  
airports in Tucson and Phoenix,  
Amtrak in Phoenix and Tucson,  
and commercial bus lines.



### **MCC San Diego**

808 Union Street  
San Diego, California  
92101-6078  
619-232-4311  
Fax: 619-595-0390

**Western Region**

Security Level: Administrative/  
Male/Female.  
Judicial District: Southern  
California.  
Capacity: 607.  
Population: 939.  
Staff: 277.

Location: In downtown San  
Diego, adjacent to the Federal  
courthouse. San Diego is served  
by the Lindberg Field Airport,  
Amtrak, and commercial bus  
lines.



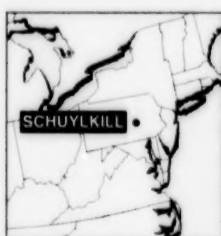


### **FCI Sandstone**

Kettle River Road  
Sandstone, Minnesota 55072  
612-245-2262  
Fax: 612-245-0385  
*North Central Region*

Security Level: Low/Male.  
Judicial District: Minnesota.  
Capacity: 376.  
Population: 711.  
Staff: 253.

Location: 100 miles northeast of Minneapolis/St. Paul and 70 miles southwest of Duluth. Off Interstate 35 (Sandstone exit, follow Highway 23 to Route 123 east). The area is served by commercial bus lines.



### **FCI Schuylkill**

P.O. Box 700  
Minersville, Pennsylvania 17954  
717-544-7100  
Fax: 717-544-7225  
*Northeast Region*

Security Level: Medium/Administrative/Male (adjacent Minimum/Male Camp).  
Judicial District: Eastern Pennsylvania.  
Capacity: FCI: 729, Camp: 296.  
Population: FCI: 1,091, Camp: 267.  
Staff: 348.

Location: 175 miles north of Washington, D.C., and 46 miles north of Harrisburg, Pennsylvania. West of Interstate 81, off State Highway 901. The area is served by Harrisburg International Airport, Amtrak in Harrisburg, and commercial bus lines.

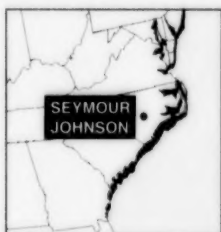


### **FCI Seagoville**

2113 North Highway 175  
Seagoville, Texas 75159  
214-287-2911  
Fax: 214-287-4827  
*South Central Region*

Security Level: Low/Administrative/Male.  
Judicial District: Northern Texas.  
Capacity: 977.  
Population: 1,373.  
Staff: 315.

Location: 11 miles southeast of Dallas, off Highway 175 (Hawn Freeway). The area is served by the Dallas-Fort Worth International Airport, Amtrak in Dallas and Fort Worth, and commercial bus lines.



### **FPC Seymour Johnson**

Caller Box 8004  
Goldsboro, North Carolina 27533-8004  
919-735-9711  
Fax: 919-735-0169  
*Mid-Atlantic Region*

Security Level: Minimum/Male.  
Judicial District: Eastern North Carolina.  
Capacity: 576.  
Population: 486.  
Staff: 103.

Location: Near Goldsboro, North Carolina, on Seymour Johnson Air Force Base. Off Interstate highways 40 and 95 and U.S. 70. The area is served by the Raleigh/Durham International Airport and the Kinston Airport, Amtrak in Raleigh and Durham, and commercial bus lines.



### **FCI Sheridan**

27072 Ballston Road  
Sheridan, Oregon 97378-9601  
503-843-4442  
Fax: 503-843-3408  
*Western Region*

Security Level: Medium/Administrative/Male (adjacent Minimum/Male Camp).  
Judicial District: Oregon.  
Capacity: FCI: 923, Camp: 512.  
Population: FCI: 1,463, Camp: 403.  
Staff: 387.

Location: In northwestern Oregon, in the heart of the south Yamhill River Valley, 90 minutes from Portland. Off Highway 18 on Ballston Road. The area is served by Portland International Airport, Amtrak in Portland, and commercial bus lines.



### **MFCP Springfield**

P.O. Box 4000  
Springfield, Missouri 65808  
417-862-7041  
Fax: 417-837-1711  
*North Central Region*

Security Level: Administrative/  
Male.  
Judicial District: Western  
Missouri.  
Capacity: 912.  
Population: 1,001.  
Staff: 676.

Location: In Springfield, at the corner of Sunshine Street and the Kansas Expressway. Off Interstate 44. The area is served by the Springfield Municipal Airport and commercial bus lines.



### **FCI Talladega**

565 East Renfroe Road  
Talladega, Alabama 35160  
205-362-0410  
Fax: 205-362-8331  
*Southeast Region*

Security Level: Medium/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Northern  
Alabama.  
Capacity: FCI: 653, Camp: 296.  
Population: FCI: 909, Camp: 366.  
Staff: 351.

Location: In the foothills of northern Alabama, 50 miles east of Birmingham and 100 miles west of Atlanta, Georgia. Off Interstate 20 on Renfroe Road.



### **FCI Tallahassee**

501 Capital Circle, N.E.  
Tallahassee, Florida  
32301-3572  
904-878-2173  
Fax: 904-942-8734  
*Southeast Region*

Security Level: Low/Adminis-  
trative/Male.  
Judicial District: Northern  
Florida.  
Capacity: 692.  
Population: 909.  
Staff: 350.

Location: Three miles east of downtown Tallahassee. On Highway 319 at its intersection with Park Avenue. Tallahassee is served by Tallahassee Regional Airport, Amtrak, and commercial bus lines.



### **FCI Terminal Island**

1299 Seaside Avenue  
Terminal Island, California  
90731  
310-831-8961  
Fax: 310-932-5326  
*Western Region*

Security Level: Medium/Male.  
Judicial District: Central  
California.  
Capacity: 452.  
Population: 889.  
Staff: 520.

Location: On a pier in Los Angeles Harbor, between San Pedro and Long Beach. Off Harbor Parkway to San Pedro (cross the Vincent Thomas Bridge and take Seaside Avenue to the Main Gate). The area is served by Los Angeles International Airport and Long Beach Airport, Amtrak, and commercial bus lines.

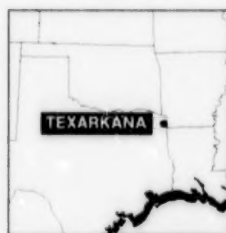


### **USP Terre Haute**

Highway 63 South  
Terre Haute, Indiana 47808  
812-238-1531  
Fax: 812-238-9873  
*Mid-Atlantic Region*

Security Level: High/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Southern  
Indiana.  
Capacity: USP: 741, Camp: 340.  
Population: USP: 1,206, Camp: 354.  
Staff: 509.

Location: Two miles south of the City of Terre Haute, which is 70 miles west of Indianapolis on Interstate 70. The institution is located on Highway 63. Terre Haute is served by Hulman Regional Airport and commercial bus lines.



### **FCI Texarkana**

P.O. Box 9500  
Texarkana, Texas 75505  
903-838-4587  
Fax: 903-838-4071  
*South Central Region*

Security Level: Low/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Eastern Texas.  
Capacity: FCI: 749, Camp: 220.  
Population: FCI: 1,183, Camp: 285.  
Staff: 309.

Location: In northeast Texas near the Arkansas border, 70 miles north of Shreveport, Louisiana, and 175 miles east of Dallas. Off Route 59 south, on Leopard Drive.

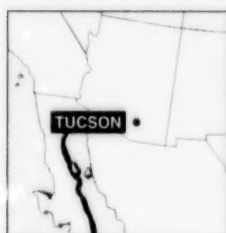


### **FCI Three Rivers**

P.O. Box 4000  
Three Rivers, Texas 78071  
512-786-3576  
Fax: 512-786-4909  
*South Central Region*

Security Level: Medium/Male  
(adjacent Minimum/Male Camp).  
Judicial District: Southern Texas.  
Capacity: FCI: 784, Camp: 256.  
Population: FCI: 1,086, Camp: 295.  
Staff: 316.

Location: About 80 miles south of San Antonio and 73 miles northwest of Corpus Christi. On Interstate 37, 9 miles west of the town of Three Rivers; near the Choke Canyon Reservoir.

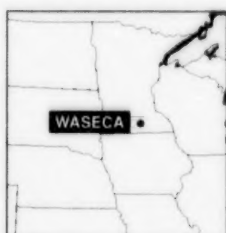


### **FCI Tucson**

8901 South Wilmot Road  
Tucson, Arizona 85706  
602-574-7100  
Fax: 602-670-5674  
*Western Region*

Security Level: Medium/Male,  
Administrative Male/Female.  
Judicial District: Arizona.  
Capacity: 389.  
Population: 769.  
Staff: 231.

Location: In southern Arizona, 10 miles southeast of the city of Tucson, near Interstate 10 and Wilmot Road. Tucson is served by Tucson International Airport, Amtrak, and commercial bus lines.



### **FCI Waseca**

P.O. Box 1731  
University Drive, S.W.  
Waseca, Minnesota 56093  
507-835-8972  
Fax: 507-835-8463  
*North Central Region*

Security Level: Low/Male.  
Judicial District: Minnesota.  
Capacity: 325.  
Population: 297.  
Staff: 184.

Location: In southern Minnesota, 75 miles south of Minneapolis on Interstate 35; 13 miles west of Owatonna on State Highway 57. The area is served by airports in Minneapolis (75 miles from the facility) and Rochester (70 miles away).



### **FPC Yankton**

Box 680  
Yankton, South Dakota 57078  
605-665-3262  
Fax: 605-665-4703  
*North Central Region*

Security Level: Minimum/Male.  
Judicial District: South Dakota.  
Capacity: 655.  
Population: 486.  
Staff: 116.

Location: In southeastern South Dakota, 60 miles northwest of Sioux City, Iowa, and 85 miles southwest of Sioux Falls, South Dakota. Off Interstate 81. The area is served by airports in Sioux City and Sioux Falls, as well as Yankton municipal airport.

## In the Works

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**T**he Bureau of Prisons has undertaken new construction projects to accommodate the growing Federal inmate population and reduce overcrowding in the institutions it already has open. The following institutions were scheduled to come online after September 30, 1996. Please note that the estimated construction completion dates supplied below are projections, not fixed dates. Also, once construction is completed at a new institution, that institution does not immediately begin accepting inmates, as there are necessary activation and preparatory procedures that must be enacted beforehand.

### **FCC Beaumont, Texas**

Camp

Rated capacity: 512.

Estimated construction completion: summer 1997.

FCI (Low)

Rated capacity: 1,536.

Estimated construction completion: summer 1996.

USP

Rated capacity: 960.

Estimated construction completion: winter 1997.

### **FCC Coleman, Florida**

Camp

Rated capacity: 512.

Estimated construction completion: fall 1997.

### **FCC Elkton, Ohio**

Camp

Rated capacity: 512.

Estimated construction completion: spring 1997.

Low

Rated capacity: 1,536.

Estimated construction completion: spring 1997.

### **FCI Forrest City, Arkansas**

Rated capacity: 1,536.

Estimated construction completion: winter 1997.

### **MDC SeaTac, Washington**

Rated capacity: 677.

Estimated construction completion: spring 1997.

### **FCI Taft, California**

Rated capacity: 1,536.

Estimated construction completion: fall 1996.

### **FCI Waseca, Minnesota**

Camp

Rated capacity: 700.

Estimated construction completion: summer 1997.

### **FCI Yazoo City, Mississippi**

Rated capacity: 1,536.

Estimated construction completion: fall 1996.



## Community Corrections

The Bureau's Community Corrections and Detention Division is responsible for the development and implementation of policies and procedures related to the administration of approximately 600 community corrections and detention contract facilities nationwide. In addition, the division has oversight responsibility in the Bureau's privatization efforts and, through its National Office of Citizen Participation, is responsible for the coordination of three distinct volunteer program areas: citizen participation, staff volunteerism, and inmate volunteerism.

The Division's Detention Services Branch develops policies and provides program guidance for U.S. Marshals Service and Immigration and Naturalization Service prisoners who are housed in BOP institutions. Detention Services also administers the Mariel Cuban program.

In addition to the community corrections and detention professionals located in the Bureau's Central Office in Washington, D.C., each of the Bureau's six Regional Offices has a community corrections regional administrator, who oversees 13 management center administrators, as well as the activities of 29 Community Corrections Management (CCM) Offices throughout the United States.

Each CCM Office has a community corrections manager, who is responsible for the development, administration, and routine oversight of residential and non-residential services provided through contractual agreements. Programs and services are facilitated through contractual agreements with Federal, State, county, and city Government agencies and through contracts with private agencies. Services provided by these agen-

cies include prerelease programs; short and long-term detention; juvenile and adult boarding; and home confinement programs such as those using electronic monitoring.

The Bureau of Prisons is also actively involved in the expansion of new programs and facilities, including transitional drug-abuse treatment programs and Comprehensive Sanctions Centers. As approximately 25 percent of the Bureau's population are foreign nationals, the Detention Branch has been proactive in obtaining contract bedspace for this group.

### **Atlanta CCM Office**

505 McDonough Blvd., SE  
Atlanta, GA 30315  
404-624-8141, Fax: 404-624-8145  
Districts: Northern/Middle/Southern Georgia, South Carolina

### **Baltimore-MARO CCM Office**

10010 Junction Drive, Suite 101-N  
Annapolis Junction, MD 20701  
301-317-3281, Fax: 301-317-3138  
Districts: Maryland, Delaware, District of Columbia, Northern West Virginia, Eastern Virginia

### **Boston CCM Office**

JFK Federal Building  
Suite 2200  
Boston, MA 02203  
617-565-4293, Fax: 617-565-4297  
Districts: Massachusetts, Vermont, Connecticut, Maine, Rhode Island, New Hampshire

### **Chicago CCM Office**

200 W. Adams  
Suite 2915  
Chicago, IL 60606  
312-886-2114, Fax: 312-886-2118  
Districts: Central/Northern Illinois, Eastern/Western Wisconsin

### **Cincinnati CCM Office**

36 East 7th Street  
Suite 2107-A  
Cincinnati, OH 45202  
513-684-2603, Fax: 513-684-2590  
Districts: Eastern Kentucky, Southern Indiana, Northern/Southern Ohio

### **Dallas CCM Office**

207 South Houston Street  
Room 144  
Dallas, TX 75202  
214-655-5050, Fax: 214-655-5060  
Districts: Oklahoma, Northern Texas

### **Denver CCM Office**

1961 Stout Street, Rm. 683  
Denver, CO 80294  
303-844-5176, Fax: 303-844-6189  
District: Colorado

### **Detroit CCM Office**

1850 Federal Bldg.  
477 Michigan Avenue  
Detroit, MI 48226  
313-226-6186, Fax: 313-226-7327  
Districts: Eastern/Western Michigan, Northern Indiana

### **El Paso CCM Office**

208 Mesa One Building  
4849 North Mesa Street  
El Paso, TX 79912  
915-534-6326, Fax: 915-534-6432  
Districts: New Mexico, Western Texas (Midland, Pecos, Del Rio, and El Paso Division)

### **Houston CCM Office**

515 Rusk Street, Rm. 12016  
Houston, TX 77002  
713-718-4781, Fax: 713-718-4780  
Districts: Southern/Eastern Texas

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**Kansas City CCM Office**

U.S. Federal Courthouse  
500 State Avenue, Rm. 237  
Kansas City, KS 66101  
913-551-5714, Fax: 913-551-5718  
Districts: Northern/Southern Iowa,  
Kansas, Nebraska, Western Missouri

**Long Beach CCM Office**

501 West Ocean Boulevard  
Suite 3260  
Long Beach, CA 90802-4221  
310-980-3536, Fax: 310-980-3543  
District: Central California

**Miami CCM Office**

401 North Miami Avenue  
Miami, FL 33128-1830  
305-536-5705, Fax: 305-536-6530  
Districts: Puerto Rico, Virgin Islands,  
Southern Florida

**Minneapolis/St. Paul CCM Office**

Federal Office Building  
212 3rd Ave., S., Rm. 135  
Minneapolis, MN 55401  
612-334-4073, Fax: 612-334-4077  
Districts: North Dakota, South Dakota,  
Minnesota

**Montgomery CCM Office**

P.O. Box 171  
15 Lee Street  
U.S. Courthouse, Rm. B-18  
Montgomery, AL 36101  
334-223-7480, Fax: 334-223-7012  
Districts: Southern/Middle/Northern  
Alabama, Southern/Northern  
Mississippi, Northern Florida

**Nashville CCM Office**

U.S. Courthouse, Rm. 599  
Nashville, TN 37203  
615-736-5148, Fax: 615-736-5147  
Districts: Eastern/Middle/Western  
Tennessee, Western Kentucky

**New Orleans CCM Office**

701 Loyola Ave., Rm. T-3034  
New Orleans, LA 70113  
504-589-6646, Fax: 504-589-2378  
Districts: Louisiana, Arkansas

**New York CCM Office**

26 Federal Plaza  
Rm. 36-110  
New York, NY 10278  
212-264-9520, Fax: 212-264-9516  
Districts: Southern New York,  
New Jersey

**Orlando CCM Office**

135 W Central Blvd., Suite 650  
Orlando, FL 32801  
407-648-6055, Fax: 407-648-6058  
District: Middle Florida

**Philadelphia CCM Office**

1880 John F. Kennedy Boulevard  
Suite 602  
Philadelphia, PA 19103  
215-587-1582, Fax: 215-656-7050  
Districts: Eastern/Middle Pennsylvania

**Phoenix CCM Office**

Suite 425  
234 N. Central Ave.  
Phoenix, AZ 85004-2212  
602-379-4947, Fax: 602-379-4061  
Districts: Southern California, Arizona

**Pittsburgh CCM Office**

411 7th Avenue, Room 1204  
Pittsburgh, PA 15219  
412-644-6560, Fax: 412-644-3408  
Districts: Northern/Western New York,  
Western Pennsylvania

**Raleigh CCM Office**

310 New Bern Avenue, Rm. 325  
Raleigh, NC 27611-7743  
919-856-4548, Fax: 919-856-4777  
Districts: Southern West Virginia,  
Eastern/Middle/Western North Carolina,  
Western Virginia

**Sacramento CCM Office**

3522 Federal Building  
650 Capitol Mall, Room 3522  
Sacramento, CA 95814  
916-498-5718, Fax: 916-498-5723  
District: Eastern California

**St. Louis CCM Office**

U.S. Federal Courthouse  
1114 Market Street  
Room 902  
St. Louis, MO 63101  
314-539-2376, Fax: 314-539-2465  
Districts: Southern Illinois, Eastern  
Missouri

**Salt Lake City CCM Office**

U.S. Courthouse  
350 S. Main Street, Rm. 503  
Salt Lake City, UT 84101  
801-524-4212, Fax: 801-524-3112  
Districts: Utah, Wyoming, Nevada,  
Idaho

**San Antonio CCM Office**

727 E. Durango, Room 138  
San Antonio, TX 78206  
210-472-6225, Fax: 210-472-6224  
District: Western Texas

**San Francisco CCM Office**

450 Golden Gate Ave.  
P.O. Box 36137  
San Francisco, CA 94102  
415-436-7990, Fax: 415-436-7995  
Districts: Northern California, Guam,  
Hawaii

**Seattle CCM Office**

3160 Jackson Federal Bldg.  
915 Second Ave.  
Seattle, WA 98174  
206-220-6593, Fax: 206-220-6591  
Districts: Alaska, Oregon,  
Western/Eastern Washington, Montana

## Statistical Data, FY 1996

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### General Data

#### Inmates Under Bureau Jurisdiction

Total .....	105,432
In Bureau Institutions .....	94,695
In Contract Facilities* .....	10,737

\* Includes Federal inmates in Community Corrections Centers, State correctional institutions, juvenile offenders, and others.

Sentenced .....	89.4%
Unsentenced .....	10.6%

Staff to Inmate Ratio .....	1:3.54
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#### Inmate Characteristics

Average Age .....	37
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#### Gender

Male .....	92.7%
Female .....	7.3%

#### Race

White .....	58.9%
Black .....	37.9%
Other .....	3.2%

#### Ethnicity

Hispanic .....	28.2%
Non-Hispanic .....	71.8%

### **Citizenship**

U.S. ....	73.5%
Mexico .....	10.5%
Colombia .....	4.3%
Cuba .....	2.8%
Dominican Republic .....	1.9%
Jamaica .....	1.4%
Nigeria .....	0.6%
Other .....	5.0%

### **Type of Commitments**

U.S. Code .....	96.7%
Probation Violation .....	1.4%
Parole Violation .....	0.9%
D.C. Superior Court .....	0.5%
State, territorial .....	0.5%

### **Median Months Expected to Be Served**

All offenses .....	66
Drug offenses .....	82
Robbery .....	94
Property Offenses .....	51
Extortion, fraud, and bribery .....	23
Homicide, aggravated assault, kidnapping .....	143
Firearms, explosives, arson .....	51
White-collar offenses .....	18
Immigration .....	20
Courts or corrections .....	26
National security .....	82
Continuing criminal enterprise .....	163

### **Inmate Status**

#### **Inmates by Security Level**

Minimum .....	29.9%
Low .....	30.1%
Medium .....	26.1%
High .....	13.9%



## Statistics by Inmate Security Level

	MIN	LOW	MED	HIGH
<b>Sentence Length</b>				
Median sentence length .....	60	78	120	180
<b>Sentence Imposed (as % of Population)</b>				
Under 1 year .....	4.8%	1.3%	0.4%	0.3%
1-3 years .....	26.2%	13.6%	6.0%	1.5%
3-5 years .....	20.9%	16.1%	9.3%	3.2%
5-10 years .....	27.9%	28.7%	24.4%	13.8%
10-15 years .....	17.2%	25.5%	24.9%	19.4%
15-20 years .....	2.0%	8.5%	16.0%	16.2%
Over 20 years .....	0.9%	5.8%	18.1%	29.8%
Life sentence .....	0.1%	0.5%	0.9%	15.8%
<b>Offense (as % of Population)</b>				
Drug offenses .....	67.5%	67.3%	56.7%	38.3%
Robbery .....	0.9%	5.7%	14.1%	29.6%
Property offenses .....	6.8%	5.3%	4.3%	4.7%
Extortion, bribery, fraud .....	13.7%	3.7%	2.1%	0.9%
Homicide, aggravated assault, kidnapping .....	0.3%	1.8%	3.5%	9.1%
Arms, explosives, arson .....	6.8%	6.4%	12.9%	12.6%
All others .....	4.0%	9.8%	6.4%	4.8%

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## Personnel

Personnel, September 30, 1996 ..... 29,207

## Gender

Male ..... 73.4%  
Female ..... 26.6%

## Race/Ethnicity

White ..... 67.9%  
African American ..... 18.9%  
Hispanic ..... 10.0%  
Other ..... 3.2%

## Education

High school ..... 33.2%  
Technical school ..... 4.7%  
Some college ..... 31.4%  
Bachelor's degree ..... 19.4%  
Some graduate work ..... 2.7%  
Master's degree ..... 5.1%  
Ph.D. .... 1.6%  
Advanced professional degree ..... 1.9%

## Age

18-24 ..... 1.9%  
25-29 ..... 15.2%  
30-34 ..... 26.9%  
35-39 ..... 26.4%  
40-44 ..... 15.7%  
45-49 ..... 9.9%  
50-55 ..... 3.2%  
Older than 55 ..... 0.8%

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